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CITRA 2007

Cooperation to Preserve Diversity

CITRA 2007

Coopérer pour préserver la diversité

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CITRA 2007

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Programme of the 40th International Conference of the Round Table on Archives

“Cooperation to Preserve Diversity” Quebec, Canada, 11-17 November 2007

Monday, November 12

8 p.m. Opening Ceremony

Representatives of Canadian and Québec Governments

Mitsuoki Kikuchi, CITRA Vice President, Ian E. Wilson, Librarian and Archivist of Canada, and Lise Bissonnette, CEO, Bibliothèque et Archives nationales du Québec

Tuesday, November 13

8:30 a.m. - 12:30 a.m.

FIRST SESSION: Professional Theory and Practice of Archives, Libraries and Museums in the early 21st century - Similarities and Contrasts

Chair: George Mackenzie, Keeper of the National Archives of Scotland

8:30 a.m. “Professional Theory and Practice of Archives”, Carol Couture, Curator and Director General of the Archives, Bibliothèque et Archives nationales du Québec and Terry Cook, Professor, University of Manitoba, Canada

9:30 a.m. “Professional Theory and Practice of Libraries”, Sjoerd Koopman, Co-ordinator of Professional Activities, International Federation of Library

Associations and Institutions

10:00 a.m. “Two Examples of Cooperation between Libraries and Archives”, Ian E. Wilson, Librarian and Archivist of Canada, and Lise Bissonnette, CEO, Bibliothèque et Archives nationales du Québec

Debate

10:30 a.m. - 11:00 a.m. Coffee Break

11 a.m. “An Example of Cooperation between Museums and Archives”, Sina Ah Poe, Museum of Samoa, Secretary, Pacific Islands Museums Association

11:30 a.m. - 12:30 p.m. “Cooperation between Archives, Libraries and Museums: Conditions for Success”, Kjell Nilsson, International Director, National Library of Sweden, Atakilty Assefa Asgedom, Director General, National Archives and Library, Ethiopia, and Karel Velle, General Archivist of the Kingdom, Belgium

Debate

Tuesday, November 13

2 p.m. - 5:30 p.m. SECOND SESSION: Opportunities for Better Information Management: Co-operation between Archives and Government Records Creating Agencies

Chair: Angelika Menne-Haritz, Vice-President, Bundesarchiv, Germany

"Recordkeeping and Modernisation of Public Sector", Martine de Boisdeffre, Directrice des Archives de France and Gabriel Ramanantsoavina, Department of Budget, Public Accounts and Civil Service, France

"Reforming Records Management in the Federal Environment: A Partnership between NARA and Federal Agencies", Howard P. Lowell, Special Assistant to the Assistant Archivist for Records Services, NARA, United States

"Records Management in Government", Sidek Jamil, Director General, National Archives of Malaysia

Debate

3:30 p.m. - 4 p.m. Coffee Break

4 p.m. - 5:30 p.m. Discussion Groups

Wednesday, November 14

9 a.m. - 12:30 a.m. THIRD SESSION: Prospects for International Cooperation between Archives, Libraries and Museums

Chair: Nolda Römer-Kenepa, Director, National Archives of the Netherlands Antilles

"The World Digital library", John Van Oudenaren, Library of Congress, United States

"The European Digital Library", Perry Moree, Royal Library, Netherlands

"International Cooperation for Training within a Linguistic Community: the International Portal of Francophone Archives (PIAF)", Gérard Ermisse, Chair of

the International Association of Francophone Archives and Papa Momar Diop, Director, Archives of Senegal

Debate

10:30 a.m. - 11 a.m. Coffee Break

11 a.m. - 12:30 a.m. Discussion Groups

2 p.m. - 5.30 p.m. Session of National Archivists and Meeting of Presidents of Section with local archivists

Thursday, November 15

9 a.m. - 9:30 a.m. Session of National Archivists: Conclusions

9:30 a.m. - 12:30 a.m. FINAL SESSION

Conclusions of groups and discussion of resolutions

Programme de la 40^e Conférence internationale de la Table ronde des archives

« Coopérer pour préserver la diversité »
Québec, Canada, 11-17 novembre 2007

Lundi 12 novembre

20h00 : Cérémonie d'ouverture

Représentants des gouvernements canadien et québécois

Mitsuoki Kikuchi, vice président chargé de la CITRA, Ian E. Wilson bibliothécaire et archiviste national du Canada, et Lise Bissonnette, présidente-directrice générale de Bibliothèque et Archives nationales du Québec

Mardi 13 novembre

8h30-12h30 PREMIERE SEANCE:

Théorie et pratique professionnelles des Archives, des Bibliothèques et des Musées à l'aube du 21^{ème} siècle : parentés et divergences

Président : George Mackenzie, Directeur des Archives nationales d'Ecosse

8h30 «Théorie et pratique professionnelles des archives», Carol Couture, conservateur et directeur général des archives, Bibliothèque et Archives nationales du Québec et Terry Cook, Professeur à l'Université du Manitoba (Canada)

9h30 «Théorie et pratique professionnelles des bibliothèques», Sjoerd Koopman, Fédération internationale des associations

de bibliothécaires et d'institutions (IFLA)

10h00 «Deux exemples de collaboration entre Bibliothèques et Archives», Ian E. Wilson, bibliothécaire et archiviste national du Canada, et Lise Bissonnette, présidente-directrice générale de Bibliothèque et Archives nationales du Québec

Débat

10h30-11h00 Pause café

11h00 «Un exemple de coopération entre musées et archives», Sina Ah Poe, Musée de Samoa, secrétaire de l'association des musées des Iles du Pacifique

11h30-12h30 «La coopération entre Archives, Bibliothèques et Musées», Kjell Nilsson, directeur des relations internationale, Bibliothèque nationale de Suède, Atakilty Assefa Asgedom, directeur général des Archives et de la Bibliothèque nationales d'Ethiopie et Karel Velle, Archiviste général du Royaume de Belgique

Débat

Mardi 13 novembre

14h00-17h30 DEUXIEME SEANCE :

**Améliorer la gestion de l'information :
la coopération entre Archives et
administrations productrices**

Présidente : Angelika Menne-Haritz,
Vice présidente des Archives fédérales
d'Allemagne

«Archivage et modernisation du
secteur public», Martine de Boisdeffre,
Directrice des Archives de France et Gabriel
Ramanantsoavina, Ministère du Budget, des
comptes publics et de la fonction publique,
France

«Le programme d'archivage des
documents électroniques de la NARA»,
Howard P. Lowell, conseiller spécial du
responsable adjoint des services d'archi-
vage, National Archives and Records
Administration, Etats-Unis

«La gestion des documents gouverne-
mentaux», Sidek Jamil, Directeur général
des Archives nationales de Malaisie

Débat

15h30-16h00 Pause café

16h00-17h30 Groupes de discussion

Mercredi 14 novembre

9h00-12h30 TROISIEME SEANCE :
Perspectives de coopération internationale
Archives, Bibliothèques et Musées

Présidente : Nolda Römer-Kenepa,
Directrice des Archives nationales des
Antilles néerlandaises

«La Bibliothèque numérique mondiale»,
John Van Oudenaren, Bibliothèque du
Congrès, Etats Unis

«La Bibliothèque numérique euro-
péenne», Perry Moree, Bibliothèque royale,
Pays-Bas

«La coopération internationale en matière
de formation au sein d'une communauté
linguistique : le Portail international archivi-
stique francophone (PIAF)», Gérard Ermisse,
président de l'Association internationale des

archives francophones et Papa Momar Diop,
Directeur des Archives du Sénégal

Débat

10h30-11h00 Pause café

11h00-12h30 Groupes de discussion

**14h00-17h30 Séance des Archivistes
nationaux et rencontre des présidents
de section avec les archivistes de la
région**

Jeudi 15 novembre

9h00-9h30 Séance des Archivistes natio-
naux : Conclusions

9h30-12h30 SEANCE FINALE

Conclusions des groupes et discussion
des résolutions

Programme of the ICA Session of National Archivists

14-15 November 2007

Wednesday 14 November 2007

2:00 – 3:00 p.m.

**The Paradigm Shift for Archives
in the Information Society: From
Keeper to Information Manager**

Natalie Ceeney CEO, The National Archives, UK, Ross Gibbs, Director General, National Archives, Australia and Viktoras Domarkas, Deputy Director General, National Archives, Lithuania

3:00 – 3:30 p.m.

**Return on Investment versus
Global Solidarity: Contradictory
or Complementary?**

Helena Leonce, President of CARBICA
Setareki Tale, President of PARBICA

4:00 – 4:45 p.m.

Discussion in groups

Implications for ICA
(Leadership and programme)

Rapporteur: Dianne Macaskill, Chief Executive and Chief Archivist, Archives New Zealand

Implications for the National Archivist

Rapporteur: Andreas Kellerhals, Director of Federal Archives, Switzerland

4:45 – 5:30 p.m.

Feedback and Debate

Thursday 15 November 2007

9:00 - 9:30 a.m.

**Conclusions by Jussi Nuorteva,
Director General, National Archives
of Finland**

Programme de la séance des Archivistes nationaux de l'ICA

14-15 novembre 2007

Mercredi 14 novembre 2007

14:00-15:00

Le changement de modèle pour les archives dans la société de l'information : du conservateur au gestionnaire d'information

Natalie Ceeney Directrice générale, The National Archives, Royaume Uni
Ross Gibbs, Directeur général, Archives nationales d'Australie
Viktoras Domarkas, Directeur général adjoint, Archives nationales de Lituanie

15:00-15:30

Retour sur investissement et solidarité mondiale – sont-ils contradictoires ou complémentaires ?

Helena Leonce, Présidente de CARBICA
Setareki Tale, Président de PARBICA

16:00-16:45

Discussion en groupes

Conséquences sur l'ICA (direction et programme)

Rapporteur : Dianne Macaskill, Directrice des Archives de Nouvelle Zélande

Conséquences sur le rôle de l'Archiviste national

Rapporteur : Andreas Kellerhals, Directeur des Archives fédérales, Suisse

16:45 -17:30

Rapports et débat

Jeudi 15 novembre 2007

9:00-9:30

Conclusions par Jussi Nuorteva, Directeur général des Archives nationales de Finlande

Preface

Mitsuoki Kikuchi, Vice President in charge of CITRA
and **Perrine Canavaggio**, CITRA Secretary

Organized from the 11th to the 17th November 2007, on the eve of the 400th anniversary of the foundation of Quebec, the 40th international Conference of the Round Table on Archives (CITRA) was held as the first official event of the celebrations. 66 countries were represented and 180 participants from all over the world joined the Conference. Many local students of younger generation also participated as observers.

The theme – Cooperating to Preserve Diversity – was chosen because of the interest raised and the questions asked as a result of the structural changes undergone by archives in Canada and other regions of the world in these last few years. Various issues on the theme emerged from the course of discussions in three sessions of

the CITRA.

In the first session, two champions of Canadian archival science described the theoretical and practical landscape of archives in Canada at the beginning of the 21st century, and a representative of IFLA presented the current scene in the world of library science.

Those responsible for two new Canadian and Quebecois institutions further explained the genesis of the project merging the functions of national library and archives in Canada and in Quebec. They proposed the first assessment of the merger emphasizing the benefits for users, while highlighting the various challenges that are still waiting to be resolved by these “new knowledge institutions”.

The methods and conditions of success for the cooperation between archives and libraries, and eventually museums, were discussed in the next round table. During the debate, the specific nature of archives was underlined but the necessity of cooperation was equally recognized. According to Mr. Carol Couture, “[Canada, the host country] is not looking to impose a model but hopes to present its experience. It is then up to each party to find the forms of partnership that work in the respective context.”

The second session considered another type of cooperation in which archivists must

The Editorial Board is embarrassed by a recent phenomenon that for the first time made the publication of proceedings difficult and somewhat delayed their distribution: the sending of the PowerPoint presentations instead of the edited texts, as requested. These presentations, although they were very engaging

and appreciated at the Conference, lost a large part of their charm once they were put on paper. It was therefore decided not to publish them in paper format but to make them available on the International Council on Archives’ website. Five speeches therefore were not published in the proceedings and only the abstracts were included.

establish with creators of documents in order to control the influx of information and data increasingly produced in electronic format. The French, North American and Malaysian experiences demonstrated the advantages of strategic partnered approaches.

The third session aimed to inform participants of the large global and regional digitization projects currently underway, the Global Digital Library and the European Digital Library, and to reflect on an eventual association of archives with these projects. Another example of cooperation within a language-based community, PIAF, International Portal of Francophone Archives, was also presented at this session.

A special half-day session enabled National Archivists to meet and discuss together under the themes of "The Paradigm Shift for Archives in the Information Society: From Keeper to Information Manager" and "Return on Investment versus Global Solidarity: Contradictory or Complementary?" The speeches of this session as well as the conclusions summed up by Dr. Jussi Nuorteva, National Archivist of Finland are included in this publication both in English and French.

The Section Chairs of the ICA met with Quebecois colleagues concurrently with the National Archivists Meeting to discuss "Promotion of Archives and Archival Science in Society". The Quebecois Declaration on Archives received the broad support of CITRA participants and one of the resolutions of the Conference put the Section for Professional Associations and Records Management in charge of preparing a Universal Declaration on Archives inspired by this model.

At the end of the conference, archivists and records managers expressed in the first resolution their willingness to cooperate with librarians and museum curators, and to reinforce existing relations with IFLA and ICOM in common areas of activity.

The 2005-2007 cycle of CITRAs on *Archives, Diversity and Globalization* was concluded at this very stimulating meeting

promising widened cooperation. We are pleased to share the fruitful results of the Conference with all who did not attend the Conference through this publication and we would like to express our sincere gratitude to all of those who made every effort for the great success of the CITRA 2007 in Quebec.

Préface

Mitsuoki Kikuchi, vice-président chargé de la CITRA
et **Perrine Canavaggio**, secrétaire de la CITRA

Organisée du 11 au 17 novembre 2007, à la veille du quatre centième anniversaire de la fondation de Québec, la 40^e Conférence internationale de la Table ronde des archives (CITRA) était le premier événement officiel de ces célébrations. 66 pays y étaient représentés et parmi les 180 participants inscrits, on comptait aussi des étudiants canadiens qui ont pu assister, en qualité d'observateurs, à toute la conférence.

Le thème - Coopérer pour préserver la diversité - avait été choisi en raison de l'intérêt soulevé et des interrogations posées par les changements de structures intervenus au Canada et dans d'autres régions du monde ces dernières années dans les archives. La

question de la coopération a été abordée au cours de trois séances, selon des perspectives complémentaires.

Le paysage théorique et pratique des archives au Canada, à l'aube du 21^e siècle, a été planté en ouverture à la première séance par deux ténors de l'archivistique canadienne, et un représentant de l'IFLA a dressé un panorama actuel du monde des bibliothèques.

Les responsables des deux nouvelles institutions canadienne et québécoise ont ensuite expliqué la genèse du projet de fusion des fonctions de bibliothèque et d'archives nationales au Canada et au Québec. Ils en ont dressé un premier bilan, en insistant sur les avantages qui en résultaient pour les usagers, tout en signalant les nombreux défis qu'avaient encore à résoudre ces « nouvelles institutions du savoir ».

Les modalités et les conditions du succès de la coopération entre archives et bibliothèques, et éventuellement musées, ont ensuite été discutées en table ronde. Au cours du débat, la spécificité des archives a été soulignée mais la nécessité de la coopération également reconnue. Comme l'a rappelé Carol Couture, le pays hôte « ne cherchait pas à imposer un modèle mais souhaitait présenter son expérience. Il appartient à chacun par la suite de trouver les formes de partenariat adaptées à son contexte ».

Le comité éditorial de la revue s'est trouvé embarrassé par un phénomène récent qui pour la première fois a rendu difficile la publication des actes et en a quelque peu retardé la parution : l'envoi de présentations power point au lieu des textes rédigés comme il était demandé. Ces présentations, très attrayantes et appréciées au moment de la conférence, perdent

une grande partie de leur charme lorsqu'on les couche sur le papier car elles se trouvent amputées du discours qui les accompagnait. Il a donc été décidé de ne pas les publier mais de les rendre néanmoins accessibles sur le site web du Conseil international des archives. Cinq interventions ne figurent donc pas dans les actes mais les résumés y ont été inclus.

La seconde séance concernait un autre type de coopération, celle que les archivistes doivent établir avec les producteurs de documents pour contrôler les flux d'informations et de données de plus en plus produites au format électronique. Les expériences française, nord-américaine et malaise ont montré tout l'intérêt des approches stratégiques conjointes.

La troisième séance avait pour but d'informer les participants des grands projets de numérisation mondiaux et régionaux en cours, la Bibliothèque numérique mondiale et la Bibliothèque numérique européenne, et de réfléchir à une éventuelle association des archives à ces projets. Un autre exemple de coopération au sein d'une même communauté linguistique, le PIAF, Portail international archivistique francophone, a aussi été présenté à cette séance.

Une séance spéciale d'une demi-journée a permis aux directeurs d'Archives nationales de se réunir entre eux. Ils ont réfléchi sur « Le changement de modèle pour les archives dans la société de l'information » : du conservateur au gestionnaire d'information, sujet lié au thème principal de la Conférence. Les interventions de cette séance sont incluses dans ces actes et les conclusions qu'en a tirées Jussi Nuorteva y figurent en anglais et en français, en raison de l'intérêt qu'elles présentent.

Les présidents de sections de l'ICA se sont pendant ce temps réunis de leur côté avec des collègues québécois pour discuter de « La promotion des archives et des archivistes dans la société ». La Déclaration québécoise sur les archives a reçu le soutien général des participants et une des résolutions de la Conférence a chargé la section des associations professionnelles de records management et d'archivistique de préparer une Déclaration universelle sur les archives qui s'inspire de ce modèle.

À l'issue de la conférence, les participants ont exprimé dans la première résolution leur volonté de coopération avec les bibliothèques et les musées, et de voir renforcés les liens existant avec l'IFLA et

l'ICOM dans les secteurs d'activités qui leur sont communs. Cette volonté s'est concrétisée ultérieurement et la question de la convergence entre bibliothèques, archives et musées a été portée officiellement à l'ordre du jour de ces organisations.

Le cycle 2005-2007 *Archives, Diversité et Mondialisation* s'est trouvé achevé avec cette CITRA sur des perspectives de coopération élargie très stimulantes. Nous sommes heureux de partager grâce à cette publication les résultats de cette fructueuse Conférence avec ceux qui n'ont pas pu y assister et nous voulons exprimer notre sincère gratitude à tous ceux qui ont contribué au succès de la CITRA de Québec en 2007.

Vorwort

Mitsuoki Kikuchi, ICA-Vizepräsident und CITRA-Beauftragter
und **Perrine Canavaggio**, CITRA-Sekretariat

Vom 11. bis 17. November 2007, am Vorabend des 400. Gründungsjubiläums von Québec, fand als erste offizielle Veranstaltung der Jubiläums-Feierlichkeiten die 40. Tagung der „International Conference of the Round Table on Archives“ (CITRA) statt. 180 Teilnehmer aus 66 Ländern waren auf dieser Tagung des „Runden Tisches“ anwesend, außerdem nahmen viele Studenten aus Québec als Beobachter teil.

Das Thema Zusammenarbeiten, um Vielfalt zu bewahren war wegen des Interesses und der Fragen gewählt worden, die im Zusammenhang mit strukturellen Änderungen in Archiven in Kanada und anderen Regionen der Welt in den letzten Jahren entstanden waren. Die Diskussionen auf den drei Sitzungen der CITRA griffen

dieses Thema in verschiedenen Aspekten auf.

Auf der ersten Sitzung beschrieben zwei führende Vertreter der kanadischen Archivwissenschaft die archivtheoretische und -praktische Landschaft Kanadas zu Beginn des 21. Jahrhunderts, und ein Vertreter der IFLA stellte die gegenwärtige Szenerie im Bereich der Bibliothekswissenschaft vor.

Weiterhin erläuterten die Leiter einer neuen kanadischen sowie einer neuen Québecer Kulturinstitution die Genese des Projekts zur Fusion von Nationalbibliothek und Nationalarchiv von Kanada bzw. Québec. In einer ersten Einschätzung des Zusammenschlusses betonten sie die Vorteile für die Benutzer, hoben jedoch gleichzeitig die verschiedenen Herausforderungen hervor, vor denen diese „neuen Wissensrichtungen“ noch stehen.

Die Methoden und Bedingungen einer erfolgreichen Zusammenarbeit zwischen Archiven und Bibliotheken, und nach Möglichkeit auch Museen, wurden beim nächsten Rundtisch-Gespräch diskutiert. In der Debatte wurden die spezifischen Eigenschaften von Archiven betont, gleichzeitig aber auch die Notwendigkeit von Kooperationen anerkannt. Nach Carol Couture „möchte [Kanada, das Gastgeberland] kein Modell aufdrängen, sondern seine Erfahrungen vorstellen. Es ist dann Sache jedes Einzelnen, die Form der

Die Redaktion musste sich mit einem neuen Phänomen auseinandersetzen, welches erstmals die Veröffentlichung des Tagungsbandes verkompliziert und seine Auslieferung verzögert hat: die Einreichung von Power-Point-Präsentationen anstatt der erbetenen ausformulierten Texte. Diese auf der Tagung sehr beeinflussenden und willkom-

menen Präsentationen verlieren in gedruckter Form viel von ihrem Reiz. Es wurde deshalb entschieden, sie nicht zu drucken, sondern auf der Internetseite des Internationalen Archivrates zu veröffentlichen. Aus diesem Grund wurden von fünf Tagungsbeiträgen nur die Kurzfassungen in den Tagungsband aufgenommen.

Partnerschaft zu finden, die im jeweiligen Kontext funktioniert."

Die zweite Sitzung widmete sich der Zusammenarbeit der Archivare mit den Stellen, die Unterlagen erzeugen, um den wachsenden Zufluss von digitalen Informationen und Daten zu kontrollieren. Beispiele aus Frankreich, den USA und Malaysia verdeutlichten die Vorteile eines partnerschaftlichen strategischen Vorgehens.

Ziel der dritten Sitzung war, die Teilnehmer über wichtige globale und regionale Digitalisierungsprojekte zu informieren, die gegenwärtig realisiert werden, wie die Global Digital Library und die European Digital Library, und über eine mögliche Beteiligung der Archive an diesen Projekten nachzudenken. Ein Beispiel für die Zusammenarbeit innerhalb einer Sprachgemeinschaft, PIAF – International Portal of Francophone Archives, wurde ebenso auf dieser Sitzung vorgestellt.

Eine spezielle halbtägige Sitzung gab den Leitern der Nationalarchive Gelegenheit, sich zu treffen und die Themen „Der Paradigmenwechsel für Archive in der Informationsgesellschaft: Vom Informationsbewahrer zum Informationsmanager“ sowie „Kapitalertrag vs. globale Solidarität – Widerspruch oder Ergänzung?“ zu diskutieren. Die Beiträge der Sitzung sind ebenso wie die von Dr. Jussi Nuorteva, dem Leiter des Finnischen Nationalarchivs, zusammengefassten Schlussfolgerungen im Tagungsband in Englisch und Französisch abgedruckt.

Die Vorsitzenden der ICA-Sektionen trafen sich parallel zum Treffen der Nationalarchivare mit Québecer Kollegen, um über die „Förderung der Archive und der Archivwissenschaft in der Gesellschaft“ zu debattieren. Die Québecer Erklärung über die Archive fand die breite Unterstützung der Teilnehmer der CITRA, und in einer Resolution der Konferenz wurde die „Section for Professional Associations and Records Management“ des ICA nach diesem Vorbild mit der Vorbereitung einer Universellen Erklärung über die Archive beauftragt.

Zum Abschluss der Tagung erklärten die Teilnehmer in der ersten Resolution ihre Absicht, mit Bibliothekaren und Museumsfachleuten zusammenzuarbeiten und die bestehenden Kontakte zu IFLA und ICOM auf künftigen Aktionsfeldern zu verstärken.

Der CITRA-Zyklus der Jahre 2005 – 2007 über Archive, Vielfalt und Globalisierung wurde auf dieser sehr anregenden Tagung abgeschlossen und verspricht eine erweiterte Zusammenarbeit. Wir freuen uns, die fruchtbaren Ergebnisse der Tagung durch diese Veröffentlichung mit jenen teilen zu können, die nicht in Québec waren, und wir möchten herzlich jenen danken, die mit all ihrem Einsatz zum großen Erfolg der CITRA 2007 in Québec beigetragen haben.

Prefacio

Mitsuoki Kikuchi, Vice Presidente encargado de la CITRA
y **Perrine Canavaggio**, Secretaria de la CITRA

Organizada del 11 al 17 de noviembre de 2007, en la víspera del 400 aniversario de la fundación de Quebec, la 40 Conferencia Internacional de la Mesa Redonda de Archivos (CITRA) se celebró como el primero de los acontecimientos oficiales de las conmemoraciones. Estuvieron representados 66 países y asistieron 180 participantes de todo el mundo. También participaron muchos estudiantes locales de generaciones más jóvenes como observadores.

Se eligió el tema Cooperar para Preservar la Diversidad porque había surgido el interés y se había planteado la cuestión como resultado de los cambios estructurales realizados en los archivos de Canadá y en otras regiones del mundo durante los últimos años. Los diferentes aspectos del tema se trataron en

el curso de los debates de tres sesiones de la CITRA.

En la primera sesión, dos campeones de la ciencia archivística canadiense describieron el panorama teórico y práctico de los archivos en Canadá a comienzos del siglo XXI, y un representante de IFLA habló del escenario actual en el mundo de la biblioteconomía.

Los responsables de las dos nuevas instituciones de Canadá y Quebec explicaron la génesis del proyecto por el que se fusionaban las funciones de la biblioteca y archivo nacionales en Canadá y en Quebec. Su primera valoración del proyecto enfatiza el beneficio para los usuarios, aunque destaca que todavía existen algunos desafíos que afrontar y resolver por parte de estas “nuevas instituciones del conocimiento”.

En la siguiente mesa redonda se debatieron los métodos y condiciones para el éxito de la cooperación entre archivos y bibliotecas, y eventualmente con los museos. Durante la discusión, se subrayó la naturaleza específica de los archivos, pero se reconoció igualmente la necesidad de cooperación. Carol Couture expresó que: “[Canadá, el país anfitrión,] no pretende imponer un modelo sino presentar su experiencia. Depende entonces de cada parte implicada el encontrar las formas de colaboración que funcionen en su respectivo contexto”.

El Comité Editorial está preocupado por un fenómeno reciente que por primera vez ha dificultado la publicación de las actas y retrasado de alguna manera su distribución: el envío de presentaciones en PowerPoint en vez de los textos redactados que se solicitan. Estas presentaciones, aunque han sido atractivas y apreciadas en el momento

de la CITRA, perdieron todo su encanto una vez que se plasmaron en papel. Se decidió por tanto no publicarlas en ese formato, sino que estuvieran disponibles en la web del Consejo Internacional de Archivos. En consecuencia, cinco ponencias no han sido publicadas en las actas, aunque se incluyen sus resúmenes.

La segunda sesión consideró otro tipo de cooperación, la que los archiveros deben establecer con los productores de documentos de cara a controlar el flujo de información y de datos que incesantemente se produce en formato electrónico. La comunicación de las experiencias francesa, estadounidense y malasia demostraron las ventajas del concepto estratégico de colaboración.

La tercera sesión pretendía informar a los participantes de los proyectos globales y regionales que actualmente se están llevando a cabo en materia de digitalización, la Biblioteca Digital Global y la Biblioteca Digital Europea, así como también reflexionar sobre una eventual asociación con los archivos en estos proyectos. También fue presentado en esta sesión otro ejemplo de cooperación dentro de una comunidad lingüística, PIAF, Portal Internacional de Archivos de la Francofonía.

Una sesión de medio día permitió a los Archiveros Nacionales reunirse y discutir temas como "El cambio paradigmático de los Archivos en la Sociedad de la Información: de conservadores a gestores de la información" y "Regreso a la inversión versus solidaridad global: ¿contradictorias o complementarias?" Las ponencias de esta sesión, así como las conclusiones resumidas por el Dr. Jussi Nuorteva, Archivero Nacional de Finlandia, se han incluido en esta publicación tanto en inglés como en francés.

Los Presidentes de las Secciones del CIA se reunieron con los colegas de Quebec al mismo tiempo que se producía la de los Archiveros Nacionales para discutir "Promoción de los Archivos y de la Ciencia Archivística en la Sociedad". La Declaración sobre Archivos de Quebec recibió un amplio apoyo por parte de los participantes en la CITRA y una de las resoluciones de la Conferencia encargó a la Sección de Asociaciones Profesionales y Gestión Documental preparar una Declaración Universal sobre los Archivos inspirada en el modelo de Quebec.

Al final de la Conferencia, los archiveros expresaron en la primera resolución su

voluntad de cooperar con bibliotecarios y conservadores de museos, y reforzar las relaciones existentes con IFLA e ICOM en las áreas de actividad comunes.

El ciclo de CITRAs 2005-2007 sobre Archivos, Diversidad y Globalización concluyó así con esta reunión tan estimulante que promete una más amplia cooperación. Estamos encantados de compartir con todos aquellos que no asistieron los fructíferos resultados de la Conferencia a través de esta publicación y nos gustaría expresar nuestra sincera gratitud a todos aquellos que se han esforzado para que la CITRA de 2007 en Québec haya podido tener un gran éxito.

Предисловие

Мицуоки Кикучи, Вице-президент МСА-председатель CITRA
Перин Канаваджо, Секретарь CITRA

Организованная с 11 по 17 ноября 2007 года, в канун 400-летия основания Квебека, 40-я Международная конференция Круглого стола архивов (СИТРА) прошла как первое официальное событие в ряду торжественных мероприятий. На ней были представлены 66 стран и 180 участников со всего мира. Представители молодого поколения из числа местных студентов также приняли в ней участие в качестве наблюдателей.

Тема – «Сотрудничество для сохранения разнообразия» – была выбрана по причине возрастания заинтересованности и появления различных вопросов в результате структурных изменений, предпринятых архивами Канады и другими регионами мира за последние несколько лет.

Дискуссия развернулась на трех сессиях СИТРА.

Редакционная коллегия была поставлена в затруднительное положение явлением, появившимся недавно, и задержавшим подготовку публикации. Речь идет о присылке презентаций PowerPoint вместо отредактированных текстов, как это требовалось. Эти презентации, хотя они были очень привлекательны

и получили высокую оценку на Конференции, потеряли большую часть этой привлекательности, будучи помещенными на бумагу. В связи с этим было принято решение не публиковать их в бумажном формате, а разместить на веб-сайте МСА. Таким образом, пять презентаций присутствуют в издании только в качестве резюме.

Во время первого заседания два выдающихся ученых–архивоведа Канады описали теоретическую и практическую основы архивов в Канаде в начале 21 века, а представитель ИФЛА представил современную схему в мире библиотечной науки.

Ответственные за два новых учреждения Канады и Квебека затем объяснили происхождение проекта, объединяющего функции Национальной библиотеки и архива в Канаде и Квебеке. Они представили первую оценку слияния, подчеркивая выгоду для пользователей, также осветили различные проблемы, которые все еще должны быть решены этими «новыми научными учреждениями».

Методы и условия успеха сотрудничества между архивами и библиотеками и, безусловно, музеями, обсуждались на следующем круглом столе. Во время дискуссии была подчеркнута особая природа архивов, но необходимость в сотрудничестве также была признана. По мнению г-на Кэрола Кутюра, «(Канада, страна-хозяин) не стремится навязать данную модель, но надеется представить свой опыт. Это дело каждой страны-члена искать формы сотрудничества, которые будут работать в соответствующем контексте».

На втором заседании рассматривался другой вид сотрудничества, при котором архивисты должны установить контакт с создателями документов, чтобы контролировать приток информации и данных, созданных в

большей степени в электронном формате. Опыт Франции, Северной Америки и Малайзии продемонстрировал преимущества стратегических совместных подходов.

Третье заседание проводилось с целью информировать участников о больших глобальных и региональных проектах по оцифровке, которые осуществляются в настоящее время, «Всемирная цифровая библиотека» и «Европейская цифровая библиотека», а также представить возможное вхождение архивов в эти проекты. Другой пример сотрудничества внутри языкового сообщества, ПИАФ, Международный портал франкоязычных архивов, также был представлен на этом заседании.

Отдельное заседание предоставило возможность национальным архивистам встретиться и пообщаться вместе на темы «Изменение в системе взглядов на архивы в информационном обществе: от хранителя до руководителя информацией», «Прибыль от инвестиций против мировой солидарности: несовместимость или взаимодополняемость?» Доклады этого заседания также как выводы, сделанные Юсси Нуортевой, национальным архивистом Финляндии представлены в этом издании на английском и французском языках.

Председатели секций МСА встретились с коллегами из Квебека во время совещания национальных архивистов, чтобы обсудить «Продвижение архивов и архивной науки в обществе». «Декларация Квебека по архивам» получила широкое признание со стороны участников СИТРА и одна из резолюций Конференции поручила Секции профессиональных ассоциаций и делопроизводства подготовку Универсальной декларации по архивам на примере данной модели.

В конце конференции, архивисты и специалисты по делопроизводству выразили, прежде всего, свое желание сотрудничать с библиотекарями и смотрителями музеев, и укрепить существующие отношения с ИФЛА и ИКОМ в общих областях деятельности.

Цикл заседаний СИТРА по архивам, разнообразию и глобализации 2005-2007 г.завершился на этом очень полезном заседании, которое открывает путь к широкому сотрудничеству.

Мы с удовольствием делимся результатами Конференции через данное издание, и хотели бы выразить нашу искреннюю благодарность всем, кто приложил усилия для огромного успеха СИТРА 2007 в Квебеке.

المقدمة

متسوكي كيكوشي نائب الرئيس المسؤول عن (سيترا)
بيرايين كانافاجيو سكرتير (سيترا)

نموذج بعينه، فهي إنما تعرض تجربتها فحسب. ويظل كل طرف حراً في اختيار أنماط الشراكة التي تناسبه.”

وتبنت الجلسة الثانية نوعاً آخراً من التعاون يقضي بأن يعمل الأرشيفيون مع منشئي الوثائق للتحكم في تدفق المعلومات والبيانات التي يتزايد إنتاجها في هيئة مرقمنة. ولقد أبرزت التجارب في فرنسا، وأمريكا الشمالية، وماليزيا مزايا توجهات الشراكة الاستراتيجية.

وهدفت الجلسة الثالثة إلى تبصير المشاركين بمشاريع الرقمنة العالمية والإقليمية الكبرى الجارية، وهي: المكتبة الرقمية العالمية، والمكتبة الرقمية الأوروبية. كما ناقشت الجلسة ارتباط الأرشيفات المرتقب بتلك المشاريع. ومن أمثلة التعاون الأخرى في مجتمع قائم على اللغة المدخل العالمي للأرشيفات فرنسية اللغة (بياف)، وقد تم عرضه في تلك الجلسة.

ولقد مكّنت جلسة استمرت نصف يوم الأرشيفيين من مختلف الدول من الالتقاء ومناقشة المحاور التالية: “التحول النموذجي للأرشيفات

عُقد مؤتمر المائدة المستديرة للأرشيف (سيترا) من الحادي عشر إلى السابع عشر من نوفمبر 2007 عشية الاحتفال بمرور أربعة قرون على تأسيس كويبك. وقد حضره مئة وثمانون مشاركاً من ستة وستين دولة من مختلف أنحاء العالم، كما حضره العديد من الطلبة المحليين كمستمعين.

ولقد أُخبر موضوع المؤتمر-التعاون للحفاظ على التنوع- بسبب الاهتمام الذي ظهر، والأسئلة التي طرحت نتيجة للتغيرات الهيكلية التي مرت بها الأرشيفات في كندا ومناطق أخرى من العالم في السنين القليلة الماضية، ونوقشت قضايا مختلفة تتعلق بمدور المؤتمر خلال جلساته الثلاث.

وفي الجلسة الأولى وصف اثنان من أساطين العلم الأرشيفي في كندا أوضاع الأرشيفات الكندية من الناحيتين النظرية والعملية مع بداية القرن الواحد والعشرين، ثم غرّض ممثل الاتحاد الدولي لجمعيات ومؤسسات المكتبات (إفلا) الوضع الراهن بالنسبة لعلم المكتبات.

وتحدث مسؤولون من مؤسستين كنديتين جديتين في كويبك عن مشروع لدمج أعمال المكتبة الوطنية والأرشيفات في كندا وكويبك، واقترحوا إجراء تقييم للدمج مع التأكيد على المزايا التي سيجنيها المستخدمون، كما ألقوا الضوء على التحديات المختلفة التي تنتظر الحسم من خلال ‘مؤسسات المعارف الجديدة’ تلك.

وفي المائدة المستديرة التي تلت تلك الجلسة نوقشت سبل وعوامل نجاح التعاون بين الأرشيفات والمكتبات والمتاحف. وتم التأكيد على أهمية خصوصية الأرشيف، وإن حظي التعاون بأهمية متساوية. وحسب ما ذكره السيد كارول كوتيور فإن “كندا [البلد المضيف] لا تسع إلى فرض

جذبت الانتباه، وكانت محط إعجاب، فقد فقدت جزءاً من بريقها ما إن طبعت على الورق. لذلك فقد تقرر نشرها على الموقع الإلكتروني للمجلس الدولي للأرشيف بدلاً من طباعتها على الورق، وعليه فلم لم ينشر خمسة من البحوث التي طرحت في المؤتمر على ذلك النحو، واكتفى بنشر خلاصاتها فحسب.

واجهت هيئة التحرير موقفاً حرجاً متمثلاً في ظاهرة حديثة نسبيًا وهي الطرح بطريقة (باور بوينت)؛ حيث قدم بعض المشاركين بحوثهم على ذلك النحو بدلاً من تقديم نصوص مدققة كما طلب منعه أصلاً الأمر الذي صعب من عملية النشر ومن ثم أدى إلى تأخير توزيع هذا المجلد. على الرغم من أن عروض باور بوينت هذه قد

في مجتمع المعلومات: من حافظ للمعلومات إلى مدير لها، و"عوائد الاستثمارات و التضامن الدولي: التضاد أم التكامل؟" وقد قام الدكتور جُسي نوورتيفا (من الأرشيف الوطني الفنلندي) بجمع وقائع تلك الجلسة، وتم إدراجها ضمن هذا الكتاب الذي يصدر بالإنجليزية والفرنسية معاً.

كذلك فقد التقى رؤساء أقسام المجلس الدولي للأرشيف الزملاء من كويبك على هامش اجتماع الأرشيفيين من مختلف الدول لمناقشة موضوع "الارتقاء بأوضاع الأرشيفات وعلم الأرشفة في المجتمع". وقد نال إعلان كويبك للأرشيف تأييداً واسعاً من جانب المشاركين في المؤتمر، كما قضى أحد قرارات المؤتمر بتكليف قسم الجمعيات المهنية وإدارة السجلات بمسؤولية إعداد إعلان عالمي للأرشيف في ضوء ذلك النموذج.

وفي نهاية المؤتمر، عبر الأرشيفيون ومدراء السجلات في القرار الأول عن موافقتهم على التعاون مع أمناء المكتبات والمتاحف، وذلك لتأكيد العلاقة القائمة مع كل من (إفلا)، والمجلس العالمي للمتاحف (أيكوم) في مجالات الأنشطة المشتركة.

ولقد انتهت دورة 2005-2007 لمؤتمرات (سيترا) للأرشيفات حول التنوع والعلومة بذلك الاجتماع الرائع الذي بشر بتعاون أكبر. ونحن سعداء بنشر النتائج المثمرة للمؤتمر في هذا الكتاب، ونود أن نعبر عن شكرنا الجزيل لكل من أسهم في إنجاح مؤتمر (سيترا) 2007 في كويبك.

前言

国际档案圆桌会议执行副主席 米克罗斯基
国际档案圆桌会议秘书 佩兰

2007年11月11日至17日，魁北克成立400周年前夕，作为首个官方庆祝活动，第40届国际档案圆桌会议(CITRA) 在魁北克隆重召开。代表66个国家的180位与会者出席了会议。许多当地学生和青年作为观察员也出席了会议。

“协同合作 保护多样性” 是本次会议的主题，之所以选择这个主题是因为近年来加拿大和世界上其它地区的一些档案馆经历了结构性变化，变化引起了关注和疑问。有关会议主题的各种各样问题在圆桌会议三次大会的讨论过程中浮现出来。

在第一次大会上，两位加拿大档案学者描述了21世纪初加拿大的档案学理论和实践的状况，国际图书馆协会及团体联合会(IFLA)代表介绍了当前图书馆学领域的情况。

加拿大及魁北克两个新机构的负责人进一步说明了在加拿大和魁北克合并国家图书馆和档案馆功能这一方案的起源。他们提议对合并的最初评估侧重于用户受益，同时突出仍有待于这些“新知识机构”解决的各种各样的挑战。

编辑部对近来的现象有点不知所措，发来的报告用幻灯片取代了文本，在第一时间里出版大会专辑存在困难，因而有些延时发行。尽管这些报告在大会上非常生动和被赏识，但一旦落到纸面则会相当大

程度地损失其吸引力。因此决定不以纸质形式发表，而将它们放到国际档案理事会网站。有5篇演讲没收录到本专辑中，只保留了这5篇演讲的摘要。

下一次圆桌会议将讨论档案馆、图书馆及博物馆合作的方式和成功条件。在争论中会强调档案馆的特性，但同样会认识合作的必要性。正如卡罗尔·库特尔的观点：“（主办国加拿大）并不是要施加模范影响，但希望介绍自己的经验。找出在各自工作背景下的合作方式是每一个人的责任。”

第二次大会讨论了另一种合作形式，即档案工作者必须与文件生成者建立关系，以便控制日益产生的电子版本的信息和数据的流入。法国、北美和马来西亚的经验证明了战略合作方式的优势。

第三次大会旨在向与会者通报当前正在开展的全球和地区数字化项目《全球数字图书馆》和《欧洲数字图书馆》，以及由此带来的档案馆与这些项目的最终联系。另一种合作实例是基于语言的，即《全球说法语者档案入门(PIAF)》也在此次大会上得以介绍。

一个特殊的半天会议给各国档案工作者提供了相聚和共同讨论的机会，讨论的题目是《信息社会档案馆转变范例——从保管员到信息管理者》和《恢复全球联合——对抗还是互补》。半天会议的发言同样由芬兰档案工作者宙斯·诺特瓦总结并收录到本期以英语和法语出版。

国际档案理事会各处主席与魁北克同行在国家档案工作者会议上共同讨论了“提升档案和档案学在社会中的地位”。《魁北克档案宣言》得到国际档案圆桌会议与会者的广泛支持，受其启发，责成文件管

理和档案专业协会处负责准备《世界档案宣言》。

会议后期，档案工作者和文件管理者在首个决议中表达了他们与图书馆和博物馆专家合作的愿望，以及加强与国际图书馆协会及团体联合会（IFLA）和国际博物馆理事会（ICOM）在共同活动领域已有的联系。

2005—2007年间的国际档案圆桌会议“多样性和全球化”主题因本次圆桌会议而达成了具有前途的广泛合作。我们高兴地与未能出席本次会议的人们通过本期出版物分享这一富有成效的会议果实，同时对那些为2007年魁北克国际档案圆桌会议成功举办付出全部努力的人们表达我们真诚的谢意。

Qu'est devenue l'archivistique en 2007? Une discipline scientifique reconnue

Carol Couture

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et des sciences de l'information (EBSI) de l'Université de Montréal en 1988, où il enseignait déjà comme chargé de cours depuis 1978. Il est à l'origine de la mise en place des programmes en archivistique à l'EBSI où il a été professeur titulaire jusqu'au 1er janvier 2006. Il a de plus assumé la direction de l'École du 1er juin 2001 au 31 mai 2005. Retraité de l'Université de Montréal depuis le 1er janvier 2006, il a été nommé conservateur et directeur général des Archives à Bibliothèque et Archives nationales du Québec (BAnQ) le 31 janvier 2006.

En trente ans, l'archivistique contemporaine est devenue une profession reconnue dans la société et une discipline à part entière dans les universités. L'auteur rappelle qu'elle a énoncé des principes et des fondements théoriques généralement admis, tels que le concept de fonds d'archives et le principe de respect des fonds, le principe de territorialité, la notion de cycle de vie des archives, le lien étroit entre les activités du producteur et les documents produits, et la nécessité d'intervenir en amont dans le cycle de vie des documents. Elle a développé et mis en application des fonctions qui lui sont propres pour encadrer les interventions quotidiennes des professionnels, comme, notamment, l'analyse des besoins, l'évaluation, la description, la diffusion et la préservation. Les pratiques sont désormais de plus en plus encadrées par des dispositifs légaux et réglementaires, et par des normes professionnelles. Elle dispose de spécialistes compétents qui se regroupent en associations dynamiques. Si les ressources nécessaires restent encore inégalement distribuées, de réels progrès ont été réalisés et il faut les consolider.

Introduction

Pour paraphraser un grand homme qui a marqué son siècle : I had a dream!¹ Je l'avoue, je réalise aujourd'hui un rêve qui fut présent tout au long de mes 37 années de carrière comme archiviste et comme enseignant-chercheur en archivistique. Que de fois l'étudiant en histoire, le jeune archiviste que j'étais en 1970, le professeur d'archivistique que je fus par la suite, n'a-t-il rêvé d'avoir le privilège de participer un jour à une activité de la CITRA, voire de prendre la parole devant ce cénacle qui réunit les grands de l'archivistique. Nous y voilà! Et qui plus est, cela se réalise chez moi, au Québec, au Canada, là où j'ai appris et pratiqué l'archivistique.

Quand j'ai entrepris ma carrière d'archiviste en 1970, dans cette institution qui s'appelait alors Archives publiques du Canada, devenue par la suite Archives nationales du Canada et maintenant Bibliothèque et Archives Canada (BAC), on ne considérait pas l'archivistique comme une discipline. Les lectures que nous faisons à l'époque nous la présentaient comme une discipline auxiliaire ou une sous-discipline de l'histoire.² Aujourd'hui, en 2007, nous pouvons l'affirmer sans l'ombre d'un doute, l'archivistique est devenue une profession de plein droit, une discipline à part entière ayant droit de cité dans les universités, dans les cercles de recherche et dans la société en général. Pour appréhender le chemin parcouru, il n'y a qu'à considérer le foisonnement d'écrits – monographies, articles de revues professionnelles et scientifiques, recherches (rapports, mémoires et thèses réalisés par les étudiants) – et d'événements de toutes sortes (congrès, colloques, conférences et ateliers) qui animent les communautés archivistiques nationales et internationales.

1 Cette phrase est tirée du plus célèbre discours de Martin Luther King prononcé sur les marches du Lincoln Memorial à Washington D. C. le 28 octobre 1963.

2 On consultera à titre d'exemples les ouvrages suivants : FAVIER Jean, *Les archives*, Paris, Presses universitaires de France, (Que sais-je # 805), et BAUTIER Robert-Henri, « Les archives » dans SAMARAN, C. (dir.) *L'histoire et ses méthodes*, Paris, Gallimard, (La Pléiade), p. 1120-1166.

À la question qu'est devenue l'archivistique en 2007?³, je propose une réponse en cinq points. L'archivistique contemporaine est une discipline qui appuie ses actions sur des principes et des fondements théoriques reconnus, des fonctions et des pratiques éprouvées, des spécialistes compétents et des ressources adéquates. Tels sont les éléments que je souhaite examiner pour dresser un tableau qui soit le plus réaliste possible de l'état de développement de l'archivistique comme discipline. L'objectif n'étant pas de dresser un état de la situation qui soit nécessairement international, notre propos a une portée et s'inscrit dans un contexte davantage canadien et québécois, sans pour autant se refuser à couvrir une réalité plus large. Il est donc tout à fait possible, souhaitable même, que certains pays veuillent nuancer l'état de développement que nous présentons. Cela donnera certainement lieu à des échanges intéressants et enrichissants dans le cadre des débats qui suivront.

Des principes et des fondements théoriques reconnus⁴

L'archivistique s'est dotée de principes qui encadrent la démarche scientifique de l'archiviste. Le principe de respect des fonds, le principe de territorialité, le cycle de vie des archives, le lien entre activités et création d'archives, le caractère essentiel de l'intervention en amont, tels sont les fondements qui donnent une colonne vertébrale à l'archivistique contemporaine. Est-il utile d'insister sur le fait qu'il est essentiel de questionner ces principes fondamentaux dans le but de les affiner, de les enrichir et de les améliorer? Mais retenons que questionner n'est

3 Nous avons fait le même exercice en 1993. COUTURE Carol, « État de maturation de l'archivistique. Les acquis et les perspectives de développement de la discipline archivistique. XXI^e Congrès international des Archives » *Archives* 25, 1 (1993), p. 3-29.

4 Les principes et les fondements archivistiques ont été traités dans l'ouvrage suivant : ROUSSEAU Jean-Yves, COUTURE Carol et collaborateurs (1994), *Les fondements de la discipline archivistique*, Québec, Presses de l'Université du Québec, (Collection Gestion de l'information), 348 p.

pas rejeter. Questionner n'est pas démolir. Bref, faisons la différence entre évolution et révolution.

Au premier chef, le principe de respect des fonds et le concept de fonds d'archives qui en découle sont parmi les piliers qui encadrent le travail de l'archiviste. Nul besoin de nous attarder ici sur les aspects techniques de ce principe et de son résultat puisque tous, nous avons une connaissance approfondie des grands écrits qui l'ont présenté et analysé sous tous ses angles. Qu'il suffise de penser aux textes magistraux de Michel Duchéin, de nos collègues archivistes allemands, américains, australiens, canadiens, espagnols, hollandais ou italiens pour ne nommer que ceux-là. Force est d'admettre que nous avons là un fondement théorique qui donne vigueur et rigueur à la discipline archivistique. Rappelons toutefois que ce principe demeure un fondement théorique et doit être abordé comme tel. C'est beaucoup plus qu'une simple recette que l'on peut appliquer sans nuance et de la même façon à toutes les réalités que nous rencontrons. C'est d'ailleurs ce qui fait de l'archiviste un véritable professionnel qui appuie ses actions et ses décisions sur des fondements théoriques réels, comme le font les professionnels de tout autre domaine d'activité.

Le principe de territorialité, qui veut que nous fassions tout ce qu'il est possible pour laisser les archives dans la région qui les a vues naître, est un autre fondement qui caractérise l'archivistique en 2007. Naturellement, on comprend que l'application de ce principe permet de mieux servir le chercheur puisque le lien entre les fonds et leurs créateurs est ainsi davantage assuré. Et au Québec, il y a plus. Ce principe est à l'origine de la création d'un réseau d'une quarantaine de centres d'archives que forment les centres régionaux d'archives de BAnQ¹ et les services d'archi-

1 Les centres régionaux de Bibliothèque et Archives nationales du Québec sont le Centre d'archives de l'Abitibi-Témiscamingue et du Nord-du-Québec, le Centre d'archives du Bas-Saint-Laurent et de la Gaspésie-Îles-de-la-Madeleine, le Centre d'archives de la Côte-Nord, le Centre d'archives de l'Estrie, le Centre d'archives de la Mauricie et du Centre-du-Québec, le Centre d'archi-

ves privées agréés². L'expérience positive des vingt dernières années que fait valoir le Québec en matière de régionalisation des activités archivistiques montre bien le grand intérêt que présente un tel réseau pour la coopération et la préservation d'une identité régionale. Et nous voilà au cœur même de la thématique de la présente Conférence: coopérer pour préserver la diversité.

Il en va de même du cycle de vie des archives que nos collègues australiens appellent, en apportant de judicieuses nuances, le records continuum. Il permet cette simple et saine répartition des masses de documents que constituent les archives d'une institution pour les rendre moins menaçantes et plus réalistement abordables. On a là un autre principe spécifique à notre discipline qui fait de l'archiviste un professionnel capable de faire face à l'augmentation sans cesse grandissante des ensembles de documents dont il a charge.

Le lien étroit qui existe entre les activités du créateur d'archives (personne morale ou physique) et les archives elles-mêmes constitue un autre fondement sur lequel s'appuient les interventions de l'archiviste. On le sait maintenant, l'archiviste doit développer une connaissance approfondie de la personne ou de l'institution qui a créé les archives avant d'entreprendre tout travail sur lesdites archives. Cela me faisait dire à mes étudiants que travailler dans les archives d'une personne nous amène indiscutablement dans son cercle très rapproché. Plus qu'un ami, nous devenons un intime qui sait tout et plus de la personne concernée.³

ves de Montréal, le Centre d'archives de l'Outaouais, le Centre d'archives de Québec et le Centre d'archives du Saguenay-Lac-Saint-Jean.

2 Le règlement sur l'agrément d'un service d'archives privées le définit ainsi : « ... un organisme qui conserve et rend accessible des archives privées et qui a reçu une reconnaissance officielle du gouvernement du Québec, ce qui en fait un partenaire privilégié [de BAnQ] dans la conservation et la mise en valeur du patrimoine archivistique collectif. » Pour en savoir davantage sur ces services, voir <http://www.sahra.qc.ca/rsapaq/>.

3 Dans le domaine des archives institutionnelles, cette connaissance peut-être acquise par l'analyse des besoins que nous aborderons plus tard dans ce texte quand nous présenterons les fonctions archivistiques.

Enfin, en archivistique contemporaine, l'importance de l'intervention en amont n'est plus à démontrer. La création des archives par les moyens que nous fournissons maintenant les technologies de l'information nous le fait davantage voir tous les jours. L'archiviste ne peut plus, comme cela était possible avec le papier, intervenir tardivement dans le cycle de vie du document d'archives. Dans le domaine des archives numériques, si l'archiviste n'est pas là au moment de la création de l'information, soit en amont, il n'y sera jamais. Jamais, il ne réussira à rattraper cette réalité combien volatile.¹

Nous le savons maintenant, l'informatisation marquée des activités de nos administrations, la démocratisation de l'accès à la grande toile qu'est l'Internet et tous les changements que cela a apportés n'ont pas ébranlé nos principes et fondements théoriques. Ces transformations majeures les ont mis à l'épreuve, nous ont forcés à les revoir, à les affiner, à en ajuster l'application, mais leur pertinence est toujours aussi justifiée. Nous en voulons pour preuve la redécouverte et le renforcement du principe de respect des fonds qui découlent de la recherche de l'authenticité essentielle à l'informatisation des activités de nos administrations.² Portons donc une attention toute particulière à la poursuite du raffinement de nos principes et fondements théoriques, mais, de grâce, faisons-le dans le plus grand respect de ce qui contribue à donner corps et crédibilité à notre discipline et à notre profession.

Des fonctions développées et appliquées

Comme discipline, l'archivistique contemporaine a développé un ensemble de fonctions qui lui sont propres et qui ancrent dans la réalité les interventions des archivis-

tes. L'analyse des besoins, la rationalisation de la création des documents, l'évaluation, l'acquisition, la classification, la description, la diffusion et la préservation sont les fonctions que l'on considère comme autant d'acquis pour la discipline archivistique. Plusieurs auteurs les ont déjà analysées et décrites dans le détail et nous ne souhaitons pas y revenir ici.³ Il nous semble essentiel toutefois, si nous voulons bien comprendre l'état d'avancement de l'archivistique en 2007, d'en développer une vue d'ensemble qui permette d'appréhender avec le plus de justesse possible la façon dont s'articulent les interventions de l'archiviste. Si les principes et les fondements théoriques donnent une colonne vertébrale à l'archivistique, les fonctions en constituent la musculature.

Les fonctions archivistiques balisent la gestion et le traitement des archives tout au long de leur cycle de vie. Par l'analyse des besoins, l'archiviste se donne le moyen « [...] d'acquérir une connaissance adéquate, approfondie et complète de la personne ou de l'organisme [...] et du contexte dans lequel [...] ont été générées [...] les masses d'archives »⁴. Par la suite, il fait en sorte d'être présent au moment de la création des documents et de l'information qu'ils contiennent pour bien ancrer ses interventions en amont du cycle de vie. Cela est d'autant plus important dans un monde où les archives issues des technologies de l'information sont de plus en plus présentes. L'évaluation administrative et scientifique des archives, qui permet de s'assurer de ne conserver que ce qui doit l'être, pendant la période où cela doit l'être et là où cela doit l'être, constitue par ailleurs le noyau dur de l'archivistique contemporaine et donne toute sa rationalité et son aplomb à l'acquisition des archives, qu'elles soient institutionnelles ou personnelles. La classification ordonne pour sa part, dans l'application du principe de respect des

1 Tous les auteurs s'accordent pour reconnaître le caractère essentiel de l'intervention en amont dans le domaine des archives numériques.

2 DOLLAR Charles (1994). "Seizing the opportunity: Archivists in the information age". in *Archivum*, vol. XXXIX, p. 449-455. Cet auteur fut parmi les premiers à affirmer l'importance du principe de respect des fonds pour assurer l'authenticité des données numériques.

3 L'ensemble des fonctions archivistiques ont été traitées dans l'ouvrage suivant : COUTURE Carol et collaborateurs (1999). *Les fonctions de l'archivistique contemporaine*, Québec, Presses de l'Université du Québec, (Collection Gestion de l'information), 559 p.

4 Ibid. p. 15.

fonds, les masses documentaires que constituent les archives et permet de les répartir pour en faciliter la gestion quotidienne, alors que la description, en respectant les normes qui s'y appliquent, est essentielle à l'efficacité du repérage par la suite. Et, rappelons-le, les technologies de l'information facilitent la classification et la description, mais ne diminuent d'aucune façon leur pertinence. Comme le dit le vieil adage : « il faut systématiser avant d'informatiser ». Une fois les archives dûment traitées, organisées et physiquement accessibles, on peut penser à leur diffusion en les mettant en valeur et en les exploitant dans le cadre d'activités d'animation qui les rapprochent des clients.¹ À ce chapitre, nous continuons de croire en ce que nous affirmions en 1982, en 1988 et en 1994² : « [l']objectif ultime de l'archiviste est de rendre accessibles et de préparer [les archives] à une diffusion... [Elles] ne pourront jouer pleinement leur rôle que si elles sont adéquatement diffusées. »³ Enfin, il ne faut pas oublier la fonction traditionnelle, voire la mission fondatrice de l'archivistique qu'est la préservation. À ce propos, est-il nécessaire d'insister sur les défis importants qu'ont amenés avec elles les technologies de l'information qui utilisent des supports dont nous ne pouvons actuellement évaluer avec certitude la longévité?

Cette revue rapide des fonctions qui encadrent nos interventions quotidiennes veut faire ressortir la structure autour de laquelle s'articule l'archivistique contemporaine qui s'est définitivement systématisée. Elle est devenue autre chose qu'une enfilade d'opérations à courte vue, autre chose qu'une archivistique de survie. Bref, les archivistes disposent maintenant d'une boîte à outils relativement bien développée pour exercer pleinement leur rôle. Pour peu qu'on se donne une vision d'ensemble et qu'on ordonne les fonctions archivistiques en un plan d'action, qu'on les place en regard

d'une législation et d'une réglementation efficaces, qu'on leur accorde les ressources humaines, matérielles et financières pour se réaliser, nous avons alors une image assez juste de ce qu'est l'intervention archivistique en 2007. Une action structurante et dynamique sur les archives que produisent les nombreuses activités humaines, action que nous croyons essentielle au bien-être de l'ensemble de la société. Naturellement, l'ordonnance des fonctions archivistiques et les opérations qu'elles sous-tendent gagneront à être constamment revues et réévaluées à l'aune des transformations majeures que ne manquent pas d'amener les technologies de l'information et qu'impose la simple évolution de la discipline.

Des pratiques encadrées et éprouvées

Dans un ouvrage publié en 1994, nous avons entre autres montré que les pratiques archivistiques étaient régies par des lois et des règlements dans plusieurs pays du monde.⁴ Bien sûr, nous avons constaté aussi que la force et la vigueur de ces législations étaient fort variables d'un pays à l'autre. Il reste qu'au plan légal, une sérieuse avancée avait déjà été notée. Quand on constate les progrès réalisés entre la première compilation des législations archivistiques qu'a publiée le Conseil international des archives dans la revue *Archivum* au début des années 1970 et celle faite dans la même revue au début des années 1980,⁵ il est évident que la nécessité d'une assise juridique pour ancrer les interventions de l'archiviste a été largement reconnue. En 2007, on remarque une

4 COUTURE Carol et LAJEUNESSE Marcel (1993). Législations et politiques archivistiques dans le monde. Québec, Documentor, 417 p.

5 La législation archivistique. I. Europe 1re partie: Allemagne – Islande, *Archivum*, vol. 17 (1967), 268 p. La législation archivistique. I. Europe 2e partie: Italie - Yougoslavie, *Archivum*, vol. 19 (1969), 258 p.

La législation archivistique. II. Afrique, Asie, *Archivum*, vol. 20 (1970), 243 p.

La législation archivistique. III. Amérique, Océanie *Archivum*, vol. 21 (1971), 239 p.

La législation archivistique 1970-1980, *Archivum*, vol. 28 (1982), 447p.

1 On pense entre autres aux expositions virtuelles qui sont vite devenues un excellent moyen de diffuser les archives auprès des publics les plus variés.

2 COUTURE Carol et collaborateurs (1999). Op. cit., p. 22.

3 COUTURE Carol et collaborateurs (1999). Op. cit., p. 22.

évolution fort intéressante en ce domaine. Dans plusieurs pays, on a rajeuni de façon importante l'appareil législatif en matière de gestion d'archives et on n'a pas manqué de faire les liens qui s'imposent avec d'autres lois incontournables, comme les lois d'accès à l'information et celles régissant la protection des informations personnelles pour ne nommer que celles-là. Au Québec par exemple, notons l'élargissement sensible de la définition des archives qu'a permis l'adoption de la Loi concernant le cadre juridique des technologies de l'information.¹ Les lois et règlements archivistiques ont aussi forcé les archivistes à documenter leurs pratiques et à développer une argumentation pour convaincre les décideurs et les législateurs du bien-fondé de leur mise en place. Bref, tout cela a favorisé le développement d'un discours archivistique solide et articulé et a surtout permis de confronter nos pratiques au quotidien juridique.

Comme il fallait s'y attendre, ces avancées ont amené l'archivistique sur le terrain de la normalisation. À la faveur de la rationalisation qu'implique la création de lois sur les archives, il est vite devenu essentiel de se doter de normes de plus en plus précises visant à baliser les pratiques archivistiques. La description, l'évaluation, la préservation, la numérisation, le records management sont autant de domaines qui ont donné lieu à la mise en place de normes qui encadrent nos pratiques quotidiennes. Nous bénéficions maintenant des retombées de ces développements en normalisation. À titre d'exemples, la pratique des calendriers de conservation est davantage assurée, l'application de systèmes de classification efficaces pour les archives courantes est de plus en plus répandue, la création de systèmes informatisés spécialisés dans la gestion des archives est beaucoup plus présente, la mise en place de moyens de repérage spécifiques aux archives et faisant de plus en plus appel aux technologies de l'information

est bien amorcée. Autant d'activités archivistiques qui se sont profondément transformées pour mieux répondre aux besoins des clientèles et de la société en général et s'adapter davantage au fonctionnement de nos administrations.

La gestion de nos centres d'archives le montre bien, nous avons de loin dépassé les pratiques aléatoires et empiriques. Les travaux faits pour créer, améliorer, rajeunir les législations archivistiques, les investissements importants réalisés dans la mise en place de normes qui régissent maintenant plusieurs de nos interventions, la rationalisation que la normalisation n'a pas manqué d'amener dans les principaux outils avec lesquels nous travaillons, tout cela n'a pu qu'améliorer nos pratiques, en assurer la pertinence et les rendre mieux adaptées aux réalités qu'elles recouvrent. La discipline archivistique et la profession d'archiviste bénéficient énormément de ces avancées en termes de crédibilité scientifique et professionnelle. En ce début de millénaire, l'archivistique est plus mature et elle est en meilleure position pour revendiquer la place qui lui revient parmi les sciences de l'information. D'ailleurs, on le sent bien, la société qui nous entoure reconnaît à sa juste valeur le rôle que nous jouons, elle attend beaucoup de nous et elle nous considère comme les porteurs de la mission essentielle de gérer adéquatement les archives de leur création jusqu'à leur élimination ou tout au long de leur conservation permanente, le cas échéant, pour les rendre accessibles par la suite aux générations futures.

Des spécialistes compétents

En se développant, la profession d'archiviste a dû diversifier son offre de spécialistes. En effet, les besoins auxquels l'archiviste doit maintenant répondre se sont beaucoup affinés. Il doit s'impliquer dans la gestion des archives tout au long de leur cycle de vie et couvrir le terrain des archives courantes et intermédiaires – qu'on appelle souvent le records management – autant que celui des archives définitives. De façon générale, au

¹ Consulter la Loi sur les archives du Québec (L.R.Q., c. A-21.1) adoptée en 1983 et la Loi concernant le cadre juridique des technologies de l'information (L.R.Q., c. C-1.1) adoptée en 2001.

début des années 1970, l'archiviste impliqué dans la gestion des archives courantes et intermédiaires était responsable du rangement physique des documents. Nos collègues de langue anglaise parlaient d'un *filig clerk*. On le confinait presque exclusivement à ce rôle et la boîte d'archives traditionnelle était la première image avec laquelle on l'associait. L'archiviste gérait des contenants et on ne s'attendait pas à ce qu'il se préoccupe du contenu. Dans ce contexte, on n'exigeait de lui aucune préparation disciplinaire ou académique particulière et on le voulait effacé et serviable. Il en allait de même de l'archiviste impliqué dans la gestion des archives définitives. En revanche, dans ce cas, on voulait qu'il ait une formation en histoire sans insister davantage sur les connaissances archivistiques. Heureusement, les choses ont bien changé. En 2007, il existe plusieurs programmes de formation en archivistique qui sont en mesure de fournir à la société des spécialistes compétents et bien préparés. Dans plusieurs pays, on forme maintenant des archivistes généralistes ou spécialisés, et ce, à différents niveaux allant du personnel administratif en passant par le personnel de niveau technique et professionnel jusqu'au personnel d'encadrement. Bref, le marché du travail peut maintenant compter sur des archivistes dûment formés dans des programmes pré-universitaires, universitaires et postdoctoraux, en mesure de relever les nombreux et importants défis que posent les administrations modernes. Soulignons plus particulièrement que les programmes de formation de niveau universitaire offrent maintenant des enseignements au premier (baccalauréat au Québec), deuxième (maîtrise ou master) et troisième cycle (doctorat) qui préparent de façon adéquate des professionnels haut de gamme qui marquent la réalité archivistique et, surtout, donnent crédibilité et importance à nos interventions. Notons le rôle essentiel que jouent les programmes de troisième cycle qui forment des chercheurs chevronnés dont le quotidien est de développer davantage les avancées de la discipline. Est-il utile d'insister sur le fait que le développe-

ment de toute discipline, quelle qu'elle soit, passe indubitablement par la recherche qui ne saurait exister sans les chercheurs issus des programmes de troisième cycle universitaire? Sans l'apport incontournable de la recherche, la discipline archivistique serait vouée à piétiner, sinon à régresser, voire à disparaître.

Pour qu'une profession progresse et poursuive son développement, pour que soit assurée la compétence des personnes qui y œuvrent, il est un autre élément essentiel : le regroupement en associations professionnelles. Plusieurs auteurs l'affirment avec raison, la santé d'une discipline et d'une profession passe par la capacité de se regrouper, de se fixer des objectifs communs, de travailler ensemble pour l'avancement d'un domaine d'activité. En cela, les archivistes excellent. Nous en voulons pour preuve les nombreuses associations qui, pour tous les secteurs d'activité (records management ou archives définitives), regroupent les archivistes aux niveaux international, national et local. On va même jusqu'à se demander, comme on l'a fait lors d'un récent congrès de l'Association des archivistes du Québec, s'il n'existe pas trop de regroupements d'archivistes. Quoi qu'il en soit, nous en sommes convaincus, les nombreuses associations professionnelles constituent un impressionnant réseau de regroupements et les travaux de toutes ces instances participent assurément pour beaucoup au perfectionnement des professionnels ainsi qu'à la valorisation, à la reconnaissance et au développement des connaissances de la discipline et de la profession.¹

1 Mentionnons à titre d'exemple l'heureuse initiative qu'a prise l'Association des archivistes du Québec – qui célébrait il y a quelques jours le quarantième anniversaire de sa fondation – de lancer ce qu'il est convenu d'appeler La déclaration québécoise sur les archives. L'objectif de cette action est de responsabiliser toutes les composantes de la société québécoise par rapport à la préservation et à la diffusion des archives. Nous encourageons le lecteur à consulter les informations relatives à cette déclaration à l'adresse suivante : <http://www.archivistes.qc.ca/evenement/declaration/declaration.html>.

Des ressources spécialisées et adéquates

Les ressources spécialisées constituent la dernière composante que nous souhaitons aborder pour situer le développement de la discipline. On peut bien avoir développé un discours théorique vigoureux, s'être dotés de principes solides, avoir instauré des pratiques éprouvées, pouvoir mettre à profit des programmes de formation efficaces et être regroupés dans des associations professionnelles dynamiques, encore faut-il que ces éléments s'appuient sur des ressources matérielles, financières et technologiques suffisantes en quantité et en qualité. Nul besoin ici de décrire ces ressources que tous nous connaissons. L'objet de notre propos est plutôt de voir si, en 2007, nous disposons généralement de ressources qui sont à la hauteur des responsabilités qui nous sont confiées. Certes, cela est fort variable d'une administration à l'autre et il serait risqué de tenter de cerner cette réalité dans le détail et de vouloir trop généraliser. L'on peut quand même constater qu'il existe de plus en plus de ressources nettement destinées à la gestion des archives. En ce qui concerne les ressources matérielles comme les locaux, le matériel de rangement et tout ce qui permet de garantir une conservation des archives dans des conditions adéquates, nous pouvons affirmer que, en règle générale, des progrès importants ont été faits. Ce qu'il importe de retenir à ce niveau, c'est que, à la mesure de nos moyens, nous pouvons maintenant appliquer des normes et avoir accès à des équipements bien adaptés à la conservation des archives. En revanche, il n'en est malheureusement pas toujours ainsi des ressources financières. Il faut l'admettre, la gestion des archives est, trop souvent encore, le parent pauvre dans nos administrations et c'est souvent là que tombe le couperet quand vient le temps de réduire les budgets. Malgré cette situation déplorable dans certaines régions et dans certains secteurs d'activité, il est encourageant de constater que l'archiviste est maintenant plus en mesure de faire

valoir des arguments de mieux en mieux documentés pour défendre sa juste part du gâteau. Enfin, dans le domaine essentiel des technologies de l'information, la gestion des archives est maintenant un secteur d'activité relativement bien pourvu. Alors qu'il y a quelques années à peine, il existait peu ou pas de systèmes strictement destinés à la gestion des archives (records management ou archives définitives), nous disposons maintenant d'un bon choix d'outils qui ont été bâtis spécifiquement pour répondre à l'ensemble de nos besoins, que ce soit pour les documents papier ou les documents numériques.

On peut donc affirmer qu'en ce qui concerne les ressources, l'archiviste n'est pas encore doté de tout ce dont il a besoin, mais que des progrès sensibles ont été réalisés. Il reste maintenant à trouver les moyens pour assurer une pérennité à nos activités. Au cours des prochaines années, il importe de développer les arguments pour convaincre les décideurs qu'une fois les premiers investissements consentis, il ne faut pas tout remettre en question à la moindre menace de réduction des budgets. Bref, nous devons développer un discours qui garantisse les acquis en matière de ressources financières.

Conclusion

Pour conclure ce propos, nous croyons qu'il est juste d'affirmer que l'archivistique en 2007 est bel et bien une discipline à part entière et une profession de plein droit. Nous en voulons pour preuve, et il y en a bien d'autres, la tenue de cette 40^e Conférence internationale d'envergure. Pour une quarantième fois, les responsables d'archives nationales de plusieurs pays représentant les cinq continents se réunissent pour traiter de sujets archivistiques et jeter un regard sur l'état de développement de la discipline et de la profession autour desquelles s'articulent les interventions des services d'archives qu'ils représentent. Par ailleurs, des milliers d'archivistes du monde entier se réuniront en juillet prochain à Kuala

Lumpur en Malaisie pour participer au 16e Congrès international des archives. Voilà autant de signes incontestables de la santé et de la vitalité de cette archivistique dont nous avons ensemble examiné les principales composantes qui la situent parmi les disciplines scientifiques qui ont droit de cité et qui lui permettent de soutenir le développement de la profession d'archiviste. Par les principes qu'il applique, les fonctions qui balisent ses actions, les pratiques qui enrichissent son quotidien, les compétences acquises dans sa formation et les ressources spécialisées sur lesquelles il peut compter, l'archiviste est définitivement un atout pour la société. Il en est une composante incontournable et participe sans l'ombre d'un doute à son développement, en organisant adéquatement l'information que recèlent les archives courantes et intermédiaires, et en rendant accessibles les archives définitives qui font maintenant partie du patrimoine si cher à une société qui en redécouvre tous les jours la richesse et la pertinence. À nous de bien nous imprégner de ce rôle essentiel que l'on nous reconnaît et de garantir, comme nous le demande l'ensemble de la société, la poursuite du développement de notre discipline et de notre profession.

Archival Principles and Cultural Diversity: Contradiction, Convergence or Paradigm Shift? A Canadian Perspective

Terry Cook

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institutes, and seminars offered in many countries on appraisal, electronic records, and archival theory generally, and for some eighty publications on a wide range of archival subjects that have now appeared on every continent and several in multiple translations. He is the author of *The Archival Appraisal of Records Containing Personal Information: A RAMP Study With Guidelines* (1991); co-editor of *Archives, Records, and Power* (2002); and co-editor of *Imagining Archives: Essays and Reflections* by Hugh A. Taylor (2003). He is now completing books on a history of the Public/National Archives of Canada and a study of appraisal and documenting modern societies. He earned a Ph.D. in Canadian History from Queen's University (Kingston, Canada

A tension exists between traditional notions of archival theory, and indeed the nature of theory itself, and the global diversity that CITRA seeks to recognize and promote in archival practice. Traditional archival theory, that arose out of a particular cultural and historical milieu of nineteenth-century European bureaucracies, may work against diversity, overlook local community needs, and fail to appreciate the historical contingencies inherent to practice. Canadian archival theory and practice, perhaps first, reacted against this approach; Canada has celebrated diversity, and sought archival concepts, strategies, and methodologies that encouraged multiple views, and cooperation through diversity. Examples explored include total archives, new descriptive standards, a national archival network, inclusive macroappraisal, convergence of libraries and archives, and the postmodern archive. These concepts are useful models for other countries in forwarding the ICA agenda of achieving greater diversity in the world's archives.

This is a grand occasion to welcome the archivists of the world to Quebec City and to Canada¹. This CITRA conference is the first official event, with many more to come, sanctioned to celebrate the 400th anniversary of the French presence in this very place, the ancient and historic city of Quebec. Those who are planning these forthcoming celebrations will underpin their exhibitions, public programs, and special events very often with the cultural holdings of archives, libraries, and museums. Appropriately, then, the theme of the first full morning at this CITRA is "Professional Theory and Practice of Archives, Libraries, and Museums." The focus in the first hour is on the archival part of that broad thematic canvas. Within that context, then, this paper suggests possible lessons for an international repositioning of archives in order to facilitate global diversity, doing so from some archival traditions of the CITRA host country, Canada, and with some reference to the significance of this 400th anniversary of Quebec City.

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There is, in archival professional life and literature, a fundamental tension between professional theory and professional practice, the two themes of the first morning's CITRA sessions. The archival profession has been uneasy about what it means by the term, "theory," although the word is used often enough. In a much-cited 1981 article, Frank Burke lamented the absence of theoretical conceptualization in our profession.

Theory for Burke, and some others who have commented since, is derived from "universal and immutable... laws" about some phenomenon – in our case, universal and immutable laws about records. As in science (or at least science as it was then understood), such laws, Burke added, "must be applicable on all occasions, regardless of time and place." He argued for new archival theories that transcend the traditional focus on preserving authentic evidence to look instead at the deeper contexts, motivations, and purposes about why records are produced, and then from these deeper contexts archivists must extract universal truths – or theories – about record making and record keeping. What we archivists call "theory" – such concepts as provenance, original order, respect des fonds – was, for Burke, merely examples of empirical responses to practical considerations, in particular times, places, and recording media, which then were generalized and applied more broadly, often to the detriment of understanding newer media or different contexts of creation. Burke further criticized archivists for seeing their work as remorselessly pragmatic and practical; when they did write more generally about more than their institution's own collections, the focus was on planning, strategy, and methodology, not theory. Archivists asked of records, and for their own profession, the questions of what, who, where, when, how, and how much would it cost, but not why.²

Burke's article produced a firestorm of response. Some argued for a stricter return to Jenkinsonian purity, which missed Burke's point entirely. More argued that archivists were merely historians with a practical bent, with nothing much to theorize about, beyond a few rules of ordering records. Good historical knowledge, supplemented by some brief

1 This paper reworks the text that I used as the co-keynote address at the opening session of CITRA 2007, the Round Table of the International Council on Archives, held in Quebec City. In the twin presentations (each one an independent paper) at that session, Carol Couture explored professional cooperation, by analysing the growth and development of the archival profession and its various functions; I explored in this companion paper the evolution of the theory, principles, or concepts that have collectively been articulated by the archival profession. This reworking of my speech deliberately maintains the conversational tone, verb tenses, and overall context of its origins. Given the theme, which I have addressed before, scattered passages of some of what follows have appeared in earlier publications. I wish to thank Ian E. Wilson, Librarian and Archivist of Canada, for suggesting (and funding) my participation at CITRA.

2 BURKE Frank, "The Future Course of Archival Theory in the United States," *American Archivist* 44 (Winter 1981), 40, and passim. This call for archivists to probe the deeper "why" questions was also at that same time a pervasive theme in many stimulating essays published by Hugh Taylor: see note 12 below. Echoing Burke's understanding about the nature of theory, if not agreeing with it, was the first, immediate response by Lester J. Cappon, "What, Then, Is There To Theorize About?," *American Archivist* 45 (Winter 1982).

training in archival methods, was more than sufficient. What was needed, these writers thought, was better planning and more strategies. Some ridiculed the very idea of theory as "much ado about shelving." "Practice Makes Perfect," one critic scorned, "Theory Makes Theorists."¹

Is this the choice before us as archivists? Must we choose to be mere practitioners who cooperate from time to time in common strategies and projects, all while engaging in a kind of common-sense pragmatism, devoid of asking the big "why" questions? Is our profession not thereby reduced to semi-clerical status, where the significance of what we do in terms of exploring and understanding the human and organizational instinct for memory, identity, and narrative through record making is left for other disciplines to discern – to which, as we all know, many are now increasingly attracted? Or, conversely, must we choose to be neo-Positivist theoreticians aiming for some kind of scientific assurance of immutable universalism, striving to make statements thereby about some recorded product or some recording process that must hold true in all times and all places? Theory in that vein has been used to develop codes and standards in order to homogenize professional behaviour and international practice. Yet universalist perceptions of theory obviously work against diversity, overlooks community and locality, and fails to appreciate historical contingencies, the very themes of this conference, and the very goals that the ICA has articulated of cooperating to preserve diversity, not to suppress it.

In Canada, perhaps first in the archival world, a reaction took place against this choice of opposites. Between neo-pragmatism and neo-Positivism, there seems to

be a third way, and a better way. Because of the nature and history of the country, its demographics, and some of its intellectual traditions, Canada has celebrated diversity, and therefore developed archival theory, strategies, and methodologies that encourage multiple views and that promote national cooperation. There has been in Canada a keen exploration of archival theory asking the big "why" questions about archives, but recognizing that there will be many answers to each question; that the questions and answers are historically contingent rather than fixed and immutable, even if the analytical questioning process itself may be applicable in other places. To the politics of archival administration and practice, there must, in short, be grafted the poetics of human memory and storytelling.

In the mobile rootlessness of the quickly transforming global community, where the speed of life makes yesterday recede quickly into the distant past, and tomorrow approaches us with so much rapid uncertainty, French historian Pierre Nora has asserted that "modern memory is, above all, archival. It relies entirely on the materiality of the trace, the immediacy of the recording, the visibility of the image." With the breakdown of stable village and neighbourhood cultures and the consequent disappearance of local storytelling, where memories previously were recorded and had their influences, the archive alone is what remains. There the power of community memory is captured.² But whose power and whose memory?

Here there are resonances to earlier Canadian thinking about communications and technology by media theorist Marshall McLuhan and historian Harold Innis.³ Control

1 ROBERTS John, "Archival Theory: Much Ado About Shelving," *American Archivist* 50.1 (Winter 1987); and "Practice Makes Perfect, Theory Makes Theorists," *Archivaria* 37 (Spring 1994). The pages of the *American Archivist* and *Archivaria* in the early and mid 1980s contain easily a score of articles responding to Burke, directly or indirectly, concerning the merits – or otherwise – of theory for archival practice, and for defining the archivist and the knowledge and skills needed for archival work.

2 NORA Pierre, as cited in John R. Gillis, "Introduction," John R. Gillis, ed., *Commemorations: The Politics of National Identity* (Princeton, 1994), 15.

3 See INNIS Harold A., *The Bias of Communication* (Toronto, 1951); and *Empire and Communications* (Oxford, 1950). For interesting commentaries of McLuhan in terms of memory and communications, see HUTTON Patrick H., *History as an Art of Memory* (Hanover VT, 1993), 13-17; and LEVINSON Paul, *Digital McLuhan: A Guide to the Information Millennium* (London, 1999). For a new assessment of Innis against postmodern sensibilities, see ACLAND Charles R. and BUXTON William J., eds., *Harold*

of recording media and the technologies of communication, Innis found, have underpinned powerful empires in the past, allowing them to exploit monopolies of knowledge and its production and dissemination, thus securing the empires' conquest of space or time in the present while projecting their will into the future. All such recording media have a built-in bias of communication, Innis asserted, leading to McLuhan's famous aphorism that the "medium is the message." Archives are the material traces of such powerful media; they are Pierre Nora's concrete fragments that remain and now form our memories, the way our societies collectively legitimize and memorialize themselves. What then, in Innis' phrasing, are the "biases" of archives as a collective communication medium between the past and the future? Innis, moreover, in landmark historical studies of such natural-resource-extraction industries as the cod fishery and the fur trade, or modern communication networks like a national railway, demonstrated a keen sensibility of the relationships between metropolitan or imperial centre and the colonial or wilderness hinterland, showing that the margins are not a blank slate upon which an imperial text is inscribed, but bring their own nuances and perspectives to the relationship.

These Canadian insights, it is safe to say, did not figure prominently in the early thinking about archives in the modern Western world. But do they now have more resonance in our new century of pervasive networked communications, where beyond even his wildest dreams, McLuhan's "global village" has now been realized as many kinds of boundaries become porous, thus threatening to undermine local distinctiveness?

* * * * *

Archival theory and professional practice were first articulated in nineteenth-century Europe, after centuries of informal development, and then were exported around the

Innis in the New Century: Reflections and Refractions (Montreal and Kingston, 2000); and against his own demons and experiences, WATSON Alexander John, *Marginal Man: The Dark Vision of Harold Innis* (Toronto, 2006).

world, including to Canada.¹ This development paralleled the emergence of the new "scientific" history as a university-based discipline and "objective" profession. Just as the first professional historians focused on the political, legal, constitutional, and economic character of the nation state, so too were the first articulations of archival principles strongly biased in favour of the state, and the transfer of official state papers to archival repositories to preserve their original order and classification. Private papers and personal archives were relegated to the purview of libraries and librarians. Indeed, to this day, most state archives in Europe, the United States, Australia, New Zealand, and elsewhere generally look after only the official records of their sponsoring governments; national, regional and university archives services, or libraries, or thematic historical societies take custody of personal papers.

The pioneer thinkers about archives believed that records coming to archives from state departments were simply the natural, organic residue that survived from administrative processes, which the archivist then kept in pristine original order. State officials rather than archivists would thus decide which records were to survive: none of the pre-1930 archival pioneers discussed appraisal or selection as we now understand the terms, some even believing that appraisal was un-archival. The records themselves were viewed as value-free vessels reflecting the acts and facts that caused them to be created. The archivist kept the records "without prejudice or afterthought" in the words of one influential pioneer writer, and the archivist was seen (and self-defined) as an impartial and objective custodian, as "the most selfless devotee of Truth the modern world produces."² These metaphors

1 See COOK Terry, "What is Past is Prologue: A History of Archival Ideas Since 1898, and the Future Paradigm Shift," *Archivaria* 43 (Spring 1997): 17-63. At the risk of self-promotion, this is perhaps the best place to start for non-archivists or non-Canadian archivists wishing to explore the history and evolution of archival thinking generally and then its Canadian manifestation.

2 The words belong to Sir Hilary Jenkinson of the UK's

of organic naturalness evidently reflected the Darwinian ethos of the time as well as the needs of professional historians for a non-problematic archive.

These traditional approaches to archives sanction the already strong predilection of archives, as state-funded agencies, to support mainstream culture and the powerful records creators, to hold and promote monolithic rather than diverse perspectives about the past. It obviously privileges within the historical-memory-formation process, the official narratives of the state over the documented stories of individuals and groups in society. Its rules for evidence and authenticity favour textual documents, especially formal, legal, official textual documents, from which such rules were first derived, at the expense of audio-visual media or oral testimony. Its positivist and «scientific» values inhibit archivists from adopting, and then documenting, multiple ways of seeing and knowing the contexts around records inscription and contemporary uses. Rather, an original order is sought or re-imposed, rather than allowing for several orders or even disorders to exist among records in archives; the descriptions presented to researchers by archivists are a rationalized, monolithic view of a record collection that never existed that way in reality. Moreover, the massive volumes of modern paper records, let alone the impact of the digital record, now require the archivist to appraise records in order to choose the typically 1 to 5 per cent that will be designated as archival; this active construction of the past through appraisal decision making is completely at odds with the notion of the archivist being the passive keeper of an entire body of records inherited from the records creator.¹

Public Record Office, who flourished there in the first half of the twentieth century and who wrote the first major text in the English language of archival theory and practice, *A Manual of Archive Administration* (London, 1922, revised second edition 1937, reprinted 1968). For a discussion and these citations, see Cook, "What is Past is Prologue," 23-26.

1 On description, see, for example, NESMITH Tom, "Reopening Archives: Bringing New Contextualities into Archival Theory and Practice," *Archivaria* 60 (Fall 2005); HARRIS Verne and DUFF Wendy, "Stories and

In addition to these changes just outlined, there has also been in recent decades a marked change in the very reason why archival institutions exist – or at least publicly funded archives: private business archives admittedly do not share fully in these changes. There has been a collective shift during the past century from a juridical-administrative justification for archives grounded in concepts of the state, to a socio-cultural justification for archives grounded in wider public policy and public use, of archives existing for human rights and justice, for transparency and accountability. The records of the past are now seen as a democratic landscape rather than a scholarly preserve, as society's collective memory for multiple uses rather than the documented residue of state activity accessed mainly for academic research.²

All these changes make the archivist, in the words of Nancy Bartlett, an active mediator in shaping collective memory through archives.³ Because of the need by the archi-

Names: Archival Description as Narrating Records and Constructing Meanings," *Archival Science* 2.3/4 (2002); and SCHWARTZ Joan M., "Coming to Terms with Photographs: Descriptive Standards, Linguistic 'Othering,' and the Margins of Archivy," *Archivaria* 54 (Fall 2002). On appraisal, see the historical and theoretical overview in COOK Terry "Macroappraisal in Theory and Practice: Origins, Characteristics, and Implementation in Canada, 1950-2000," *Archival Science* 5.2-4 (2005). On the evolution of ideas about appraisal and description since the Dutch Manual of 1898, see again Cook, "What is Past is Prologue," *passim*.

2 The single, most forceful, theoretical, even philosophical, statement was by Hans Booms, «Society and the Formation of a Documentary Heritage: Issues in the Appraisal of Archival Sources,» *Archivaria* 24 (Summer 1987), original 1972: translation by Hermina Joldersma and Richard Klumpenhower; and reinforced by Eric Ketelaar's memorable paraphrasing of Abraham Lincoln, in his "Archives of the People, By the People, For the People," *South Africa Archives Journal* 34 (1992). Macroappraisal (see note 8 above and 14 below) is based theoretically on reflecting societal values in appraisal, rather than specialist research trends, and similar social theory underpins the Australian continuum: see its original modern statement and argument in Frank Upward, "Structuring the Records Continuum. Part One: Post-Custodial Principles and Properties," *Archives and Manuscripts* 24 (November 1996); and "Part Two: Structuration Theory and Recordkeeping," *Archives and Manuscripts* 25 (May 1997). Virtually all of the archival theoretical writers with a "post-modern" perspective (see the long listing in note 11 below) similarly support this societal *raison d'être* for archives.

3 Among other works, see her "Past Imperfect (l'impar-

vist to research and understand the nature of the functions, structures, processes, and contexts of record-creating institutions, and of citizen's interactions with them, and then to interpret the relative importance of these (and other) factors as the basis for modern archival appraisal and description, as well as for making choices for preservation, exhibitions, and web-site postings, the traditional notion of the impartial archivist as passive curator is no longer acceptable. Archivists inevitably will inject their own values into all such activities, and thus need to examine very consciously their own choices in the archive-creating and memory-formation process. They also will need to leave clear records explaining their own choices to posterity. We as a profession, quite frankly, need to adopt for ourselves the transparency and accountability that we urge so strongly on others.

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In this rethinking of the traditional state-centred and positivist framework for archives, and substituting for it, in ways just suggested, a distinctively postmodern alternative, Canadians led the way, with many other welcome voices being added more recently.¹ These Canadian archivists

fait): Mediating Meaning in Archives of Art," in BLOUIN Francis X. and ROSENBERG William G., eds., *Archives, Documentation, and Institutions of Social Memory: Essays from the Sawyer Seminar* (Ann Arbor, 2006). No few other archivists have adopted Bartlett's original styling after hearing her at many seminars and conferences.

1 I would estimate that, up to the year 2000, at least 75 per cent of the world's published writing by archivists, in the English language, on the new postmodern archive, has been by Canadians, and much of the remaining 25% has spun off or been inspired by, initially at least, such Canadian writing. For an overview summary, see the two-part article by Terry Cook, "Archival Science and Postmodernism: New Formulations for Old Concepts," *Archival Science* 1 (2000); and "Fashionable Nonsense or Professional Rebirth: Postmodernism and the Practice of Archives," *Archivaria* 51 (Spring 2001). The first mention of postmodernism (at least in English) by an archivist in an article title was also by Terry Cook, in «Electronic Records, Paper Minds: The Revolution in Information Management and Archives in the Post-Custodial and Post-Modernist Era,» in *Archives and Manuscripts* 22 (November 1994), based on speeches in Australia the year before. The themes were continued in his "What is Past is Prologue," already cited. Two pioneering postmodern archivists before Cook were also Canadian, Brien Brothman and Richard Brown. Among other early works, see Brien

Brothman, «Orders of Value: Probing the Theoretical Terms of Archival Practice,» *Archivaria* 32 (Summer 1991); «The Limits of Limits: Derridean Deconstruction and the Archival Institution,» *Archivaria* 36 (Autumn 1993); and his probing review of Jacques Derrida's *Archive Fever*, in *Archivaria* 43 (Spring 1997), which ideas were much deepened in his "Declining Derrida: Integrity, Tensegrity, and the Preservation of Archives from Deconstruction," *Archivaria* 48 (Fall 1999); and "The Past that Archives Keep: Memory, History, and the Preservation of Archival Records," *Archivaria* 51 (Spring 2001); and Richard Brown, «The Value of 'Narrativity' in the Appraisal of Historical Documents: Foundation for a Theory of Archival Hermeneutics,» *Archivaria* 32 (Summer 1991); «Records Acquisition Strategy and Its Theoretical Foundation: The Case for a Concept of Archival Hermeneutics,» *Archivaria* 33 (Winter 1991-92); and "Death of a Renaissance Record-Keeper: The Murder of Tomasso da Tortona in Ferrara, 1385," *Archivaria* 44 (Fall 1997). Joan M. Schwartz applied these postmodern insights to the archival photograph in "We make our tools and our tools make us: Lessons from Photographs for the Practice, Politics, and Poetics of Diplomats," *Archivaria* 40 (Fall 1995); and "Records of Simple Truth and Precision": Photography, Archives, and the Illusion of Control," *Archivaria* 50 (Fall 2000). Two other early incisive analyses are by Preben Mortensen, "The Place of Theory in Archival Practice," and Tom Nesmith, "Still Fuzzy, But More Accurate: Some Thoughts on the 'Ghosts' of Archival Theory," both from *Archivaria* 47 (Spring 1999). Nesmith has gone on in the new century to publish a flurry of follow-up articles, some mentioned later in this essay, and in note 8 above, as indeed have Brothman, Cook, and Schwartz. Other Canadian archivists reflecting postmodernist influences early on, at least in published form in English, include Bernadine Dodge, "Places Apart: Archives in Dissolving Space and Time," *Archivaria* 44 (Fall 1997); Theresa Rowatt, "The Records and the Repository as a Cultural Form of Expression," *Archivaria* 36 (Autumn 1993); and Lilly Koltun, "The Promise and Threat of Digital Options in an Archival Age," *Archivaria* 47 (Spring 1999). Non-Canadian postmodern archivists in these early years include the Netherlands's Eric Ketelaar, "Archivalisation and Archiving," *Archives and Manuscripts* 27 (May 1999); Australia's Sue McKemmish, "Are Records Ever Actual?" in Sue McKemmish and Michael Piggott, eds., *The Records Continuum: Ian Maclean and Australian Archives First Fifty Years* (Clayton [Melbourne], 1994), among other early work with colleague Frank Upward; and Adrian Cunningham, "Beyond the Pale? The 'Flinty' Relationship Between Archivists Who Collect the Private Records of Individuals and the Rest of the Archival Profession," *Archives and Manuscripts* 24 (May 1996); and especially South Africa's Verne Harris, "Claiming Less, Delivering More: A Critique of Positivist Formulations on Archives in South Africa," *Archivaria* 44 (Fall 1997); as well as his complementary "Redefining Archives in South Africa: Public Archives and Society in Transition, 1990-96," *Archivaria* 42 (Fall 1996); and his and Sello Hatang, "Archives, Identity and Place: A Dialogue on what it (Might) Mean(s) to be an African Archivist," *ESARBICA Journal* 19 (2000). Since 2000, there has been an explosion of writing in archival journals in a broadly postmodern vein (recognizing the multiple and problematic meanings of the concept of "postmodernism"), as well as many symposia and conferences that have encouraged archivists to investigate archives and their role – now and historically – in the construction of social memory (increasingly these investigation are happily

repeatedly challenged five central traditional principles of the archival profession: 1) that archivists are neutral, impartial custodians of «Truth»; 2) that archives as documents and as institutions are disinterested, unself-conscious, or “natural” by-products of actions and administrations; 3) that the origin or provenance of records may be found in a single office rather than situated in the complex societal processes and multiple discourses of creation; 4) that the «order» and language imposed on records through archival arrangement and description are value-free re-creations of some prior reality; and 5) that archives in society are the passively inherited meta-narrative of the state rather

in company with academics from many disciplines increasingly interested in “the archive” and issues of memory and identity through record making). The numbers and nationalities of archivists involved in considering the implications of postmodernism for their profession has grown almost exponentially to the point where it may be asserted that, together with the digital revolution and appraisal (which are both deeply interrelated to it), the postmodern archive now dominates professional discourse. In addition to the periodical literature across many journals in English-speaking countries since 2000, see as an indication of the richness of these explorations the scores of essays gathered in a half dozen recent and important collections, in chronological order of publication: Terry Cook and Joan M. Schwartz, eds., *Archives, Records, and Power*, appearing as two double-length thematic issues of *Archival Science: International Journal on Recorded Information* (vol. 2, nos. 1/2 and 3/4, 2002); Richard Cox and David Wallace, eds., *Archives and the Public Good: Accountability and Records in Modern Society* (Westport CN and London, 2002); Carolyn Hamilton, Verne Harris et al., *Refiguring the Archive* (Cape Town, 2002); Francis X. Blouin and William G. Rosenberg, eds., *Archives, Documentation, and Institutions of Social Memory: Essays from the Sawyer Seminar* (An n Arbor, 2006); Margaret Procter, Michael G. Cook, and Caroline Williams, eds., *Political Pressure and the Archival Record* (Chicago, 2006); and Verne Harris, *Archives and Justice: A South African Perspective* (Chicago, 2007). Finally, archivists at long last are turning to a scholarly analysis of the history of archives – as records, institutions, ideas, and activity in society. The creation of the series of International Conferences on the History of Records and Archives (ICHORA), spearheaded by Canadian archival educator Barbara Craig, has been a great success, with the best papers from ICHORA-1 hosted by her in Toronto in 2003 being published as *Archivaria* 60, and from ICHORA-2, held in Amsterdam in 2005, appearing in *Archival Science* 6.3/4, followed by ICHORA-3 in Boston in 2007 and ICHORA-4 in Perth (Australia) in 2008. The more than 100 papers delivered at these conference demonstrated convincingly, from many times and places and cultures, that archives are historically contingent, reflecting power and authority, bias and prejudice, conventions and assumptions, technologies and ideologies, of their contemporary societies; they are not some pristine warehouse of non-problematic recorded artifacts.

than an integrated or holistic total archive from public and private provenances.

Why did Canadian archivists take this distinctive lead? I think the enormous influence of McLuhan and Innis cannot be discounted, directly and indirectly through their many disciples and in the popular media. Their early and highly influential focus on non-print recording media, on communications technologies, and on the bias and power these carried in shaping past civilizations, were important insights that were consciously transported to the world of archives in Canada, first and most creatively by Hugh A. Taylor.¹ These insights in turn stimulated thinking by Canadian archivists about how records and media shape the past and in turn how records are themselves complex social constructions and multiple discourses rather than simple mirrors of acts and facts, or natural residues of administrative activity. But it went deeper than that, reflecting sociological patterns within Canadian society. In living daily among the contemporary French and English dualism of Canada, and its additional multi-cultural

1 The key thinker here is Hugh A. Taylor, a three-time provincial archivist and influential director (now assistant deputy minister level) in the 1970s at the then-Public Archives of Canada. For but five examples of his important articles bringing McLuhan and contemporary social and cultural theory to bear on archival perspectives, see “The Media of the Record: Archives in the Wake of McLuhan,” *Georgia Archive* 6 (Spring 1978); “Information Ecology and the Archives of the 1980s,” *Archivaria* 18 (Summer 1984); “Transformation in the Archives: Technological Adjustment or Paradigm Shift?” *Archivaria* 25 (Winter 1987-88); “My Very Act and Deed: Some Reflections on the Role of Textual Records in the Conduct of Affairs,” *American Archivist* 41 (Fall 1988); and “Opening Address,” in *Documents That Move and Speak: Audiovisual Archives in the New Information Age. Proceedings of a Symposium Organized for the International Council of Archives by the National Archives of Canada* (Munich et al., 1992). For aspects of Taylor’s major impact on this generation of Canadian archivists, see Tom Nesmith, «Hugh Taylor’s Contextual Idea for Archives and the Foundation of Graduate Education in Archival Studies,» in Barbara Craig, ed., *The Archival Imagination: Essays in Honour of Hugh A. Taylor* (Ottawa, 1992), as well as many of the other essays in this volume by Taylor’s disciples and admirers (almost all Canadian) in this festschrift in his honour. See, too, the two essays by the editors, and *inter alia*, in Terry Cook and Gordon Dodds, eds., *Imagining Archives: Essays and Reflections by Hugh A. Taylor* (Lanham MD and London, 2003), which is an annotated collection of Taylor’s best archival essays, with his own late-life postscripts on each and on his long career,

and First Nations (or Aboriginal) layers, the current generation of senior Canadian archivists, who were doing most of this new theoretical writing, perceived, in the reality that was Canada, the flourishing existence of different stories, mixed narratives, and varying interpretations about similar past events, even about the same past texts. In this milieu, not surprisingly perhaps, doubts arose about the alleged "Truth" produced by monolithic record-making structures and the alleged objectivity and impartiality of the records keepers.

This Canadian milieu goes back to the early European settlement of the country. There was not just a French-speaking reality here in Quebec after the famed explorer, Samuel de Champlain, landed in 1608 and established a colony, but rather a French cooperative partnership with First Nations peoples, who were here first. When the Loyalists and other waves of English-speaking immigrations came from the 1780s onward to central Canada, or earlier to the Maritime provinces, they in turn found French and Aboriginal people already here, and in turn cooperated with them – not without problems, but also without civil wars or bloody revolutions. And so it went, for wave after wave after wave of immigration, until Canada is now credited by the United Nations as being the most multi-cultural and multi-ethnic society on earth. By necessity, then, not just the country's history, but the recording of it, was filled with dissonance and ambiguity, with multiple voices in many languages telling many stories, or often many versions of the same story. Because of these historical realities, Canadian historian and philosopher John Ralston Saul asserts that Canada invented the postmodern nation, one respecting diversity, complexity, tolerance, and a culture of minorities rather than one insisting on a single monolithic national or racial myth.¹ Perhaps it is appropriate, then,

that within the international archival professional discourse, Canadian archivists initially and powerfully articulated the theory of the postmodern archive, for here in Canada that kind of archive well reflects its national context.

This Canadian postmodern approach to archives has manifestations in working reality; it is not just an academic exercise by university professors. Three such manifestations may be mentioned briefly to demonstrate the relevance of these theoretical assertions for daily archival practice. The first is appraisal, the most controversial archival activity that determines the tiny trace of all recorded documentation that will survive as society's memory. It is the process of determining Pierre Nora's trace that remains. Almost two decades ago, the then-called National Archives of Canada developed the theory and practice of "macroappraisal." Macroappraisal finds sanction for archival "value" of determining what to keep and what to destroy not only in documenting the policies of the state, as traditionally, nor in following the latest trends of historians' research themes, but rather in reflecting society's diverse values through a functional analysis of the interaction of citizens with the state. It focuses on the functions of governance rather than government, which means it emphasizes the citizen and group as much as the state, encompasses all media rather than privileging text, searches for multiple narratives and hot spots of contested discourse rather than accepting the official state perspective, and deliberately seeks to give voice to the marginalized, to the "other," to losers as well as winners, through new ways of looking at case files and electronic data. This distinctive Canadian approach of functional appraisal has been adopted internationally by several countries and their internal states or provinces, and in city

¹ This general argument for tolerant humanism versus monolithic ideology is most accessible in John Ralston Saul, *The Unconscious Civilization* (Concord ON, 1995); and its Canadian historical application in his *Reflections of a Siamese Twin: Canada at the End of the Twentieth*

Century (Toronto, 1998). On Canada's multicultural diversities and their significance, see the article by the former Governor General of Canada (and thus normal head of state), Adrienne Clarkson, "The Society of Difference: An Excerpt from the Eighth Annual LaFontaine-Baldwin Lecture, March 2, 2007, Vancouver," *The Walrus* (June 2007).

governments and business corporations.¹

As a second dimension of celebrating diversity within unity, of defining unity by diversity, Canada alone of first-world nations formally developed the "total archives" approach. All public (tax-payer funded) archives in the country -- national, provincial, territorial, municipal, university, and regional -- acquire as part of their mandate, within one archival institution, a «total» archive of roughly equal extents of both the sponsoring government or institution's official records and a wide range of private-sector personal records. They also take into their archives the «total» record in every recording medium (including film, television, paintings, and sound recordings, even the national portrait gallery, at least some of which media in many countries are divided amongst several other kinds of cultural repositories).² In effect, the separated public archives and historical manuscript tradi-

tions of Europe and the United States are combined in Canada within one archival institution. While there are practical reasons why the "total archives" concept evolved in Canada since the nineteenth century, this integration of the public and private record certainly results in a wider vision of archives, one mirroring society as a whole, the total historical and human experience, rather than one limited to official state records. From these roots, Ian Wilson at the Archives of Ontario, and again at Library and Archives Canada, has implemented the concept of the "integrity of the fonds," where the analysis and accountability of the total fonds d'archives is centralized with one archivist and one archival administrative unit, not divided by medium, and where public and private sources of connected provenance are closely interrelated. Wilson pushes this further, asking why do we limit the integrity of the context of creation, the virtual provenance of records, only to the documents the creator produces? Is not the artist's studio part of that creation context: where the easel was located, the sources of light, visual works placed on the walls for inspiration or instruction, the colour of the walls, the presence of music? What in a similar way the set-up of the writer's library, or the placement of filing cabinets in the registry office?³ Rudolf Arnheim, a scholar of the psychology of art and visual perception, supports such a comprehensive view, asserting that "good art theory must smell of the studio."⁴ What must good archival theory smell of, feel like, be coloured like, be part of?

In light of this total archives perspective and its historical tradition, as outlined above, perhaps it is easier now for the world's archivists to understand the recent convergences and mergers in Canada: at

1 The best analysis is the long (triple-length) summary article by Terry Cook "Macroappraisal in Theory and Practice: Origins, Characteristics, and Implementation in Canada, 1950-2000," *Archival Science* 5.2-4 (2005). This essay contains many footnote references to a significant number of supporting published essays, including real-world case studies. Macroappraisal was first articulated in Terry Cook, *The Archival Appraisal of Records Containing Personal Information: A RAMP Study With Guidelines* (Paris, 1991), which reflected discussions over several days by a multi-national ICA Experts Group in 1989. Early published statements were Terry Cook «Mind Over Matter: Towards a New Theory of Archival Appraisal,» in Barbara Craig, ed., *The Canadian Archival Imagination*; and his «'Many are called but few are chosen': Appraisal Guidelines for Sampling and Selecting Case Files,» *Archivaria* 32 (Summer 1991); and Richard Brown, «Records Acquisition Strategy and Its Theoretical Foundation,» and his «Macro-Appraisal Theory and the Context of the Public Records Creator,» *Archivaria* 40 (Fall 1995).

2 The classic statement is Wilfred I. Smith, «'Total Archives': The Canadian Experience» (originally 1986), most easily accessible in Tom Nesmith, ed., *Canadian Archival Studies and the Rediscovery of Provenance* (Chicago, 1993). For an expanded and somewhat critical view, see Terry Cook, «The Tyranny of the Medium: A Comment on 'Total Archives',» *Archivaria* 9 (Winter 1979-80); and "Media Myopia," *Archivaria* 12 (Summer 1981). For a careful analysis of the historical context and more recent developments around "total archives" in Canada, see Laura Millar fine two-part article, "Discharging Our Debt: The Evolution of the Total Archives Concept in English Canada," *Archivaria* 46 (Fall 1998); and "The Spirit of Total Archives: Seeking a Sustainable Archival System," *Archivaria* 47 (Spring 1999). Scotland alone seems to share the Canadian approach at a "national" level.

3 Personal conversation with Ian Wilson, 23 August 2007.

4 Rudolf Arnheim, *Art and Visual Perception* (Berkeley, 1954, new version 1974), 4. I am very grateful to Nancy Bartlett for introducing me to "Rudi" near the end of his amazing life (he lived past 100 years) and for opening to me his massive and stimulating corpus of work. He has much to say to archivists about image versus text and perception versus analysis, among other dualisms to which we cling, to our disadvantage.

the national level of the National Archives of Canada and the National Library of Canada into the new Library and Archives Canada, and in some provinces varying combinations of archives, libraries, museums, and galleries. Perhaps in Canada we are simply moving from the initial Canadian inclusiveness of total archives to a wider and more holistic inclusiveness encompassing all of our "documentary heritage," to use the suggestive wording of the new Library and Archives of Canada Act: not records, not archives, not books, not newspapers, not photographs, not maps, but the complete "documentary heritage" – published and unpublished, of private and official origin, in every medium – is the acquisition mandate of Canada's new national institution.

Beyond these institutional convergences, however, Rudolf Arnheim reminds us that "all perceiving is also thinking, all reasoning is also intuition, all observation is also invention."¹ This implies, transposed to archives, that we need a poetry of archives, one rooted in feeling, emotion, perception, and storytelling, as much as the politics of archives we now have that focuses on procedures, standards, resources, and technology, so that we may better reflect our total humanity. It is to be hoped that Arnheim's animating ideals will transcend the structural integration and functional streamlining of these various mergers in order to achieve that broader archival humanism.

After macroappraisal and total archives, the third example of Canadian distinctiveness is the Canadian Archival System, a national network of archives stretching across the country. The system is a means of coordinating archival activity, standards, and funding by determining local and community archival priorities, and of ensuring that the always too-limited public funds go to those projects that reflect a local consensus hammered out in the provincial and territorial councils. These local perspectives are brought to the Canadian Council of Archives where national priorities are then set. The Council has

disbursed millions of dollars in grant funds to support the processing of accumulated backlogs in scores of archives across the country, to establish a national conservation initiative, and, most notably, to develop bilingual descriptive standards as the backbone of a national, on-line, always-updated inventory of the nation's archives that allows access to the collective memory of Canada as never before. Creating a national network of archival institutions and archival description adds another dimension to "total archives" -- that of having the total country involved in archives in a coordinated but not monolithic way. This approach emphatically has not been about using standards to impose a top-down Ottawa-based view, but developing standards to allow our localities and many diversities from the bottom up to be shared more widely. This national archival system reflects the Canadian historical tradition, that Harold Innis highlighted, of using the state to build national systems of canals, railways, airlines, and broadcasting facilities -- to build, in short, the communications technologies and networks necessary for national cohesion across our many regions in a country with a relatively small population and a very large geography. In the archival network, the communication not only takes place across a vast territory, but also metaphorically between our own present, the future to come, and the past they both share.

As Hugh Taylor long ago argued, there is an organic bio-regionalism to be respected concerning archives, an integral connection of records creators with their locality, a kind of documentary eco-system that thrives on diversity and difference, on planetary and human systems existing in respectful interaction and mutual sustainability.²

² See, among others, Taylor, "Information Ecology," already cited, and "Recycling the Past: The Archivist in the Age of Ecology," *Archivaria* 35 (Spring 1993). Inspired by Taylor's challenge, Canadian archivist Candace Loewen extended his arguments, including real-life case studies of green archiving at the then-National Archives of Canada, in her "From Human Neglect to Planetary Survival: New Approaches to the Appraisal of Environmental Records," *Archivaria* 33 (Winter 1991-92).

¹ *Ibid.*, 5.

In articulating the need for the Canadian Archival System a quarter century ago, Ian Wilson explicitly added this notion of territoriality to the very definition of provenance: that records should be preserved archivally close to their geographical point of creation or origin, and not centralized in national or provincial/state archives.¹ These “information ecology” insights, these holistic “total archives” perspectives, are, with respect to Al Gore, our “inconvenient truths” about archives in Canada.

There is one more such inconvenient truth, best articulated by Canadian archivist Laura Millar.² We archivists need to recognize, indeed celebrate, diversity within our own profession, not just within our wider societies in which we live. We need – society needs – as “archivist” at least four quite different kinds of persons: 1) “archivists as protectors” describing and preserving cultural artifacts called records with all the curatorial élan extolled by Jenkinson and his successors; 2) “archivists as historians” undertaking sustained research into the multiple societal and organizational contexts of records, recording media, information systems, and records-creating processes necessary to understand and deal with the complexity of modern appraisal and description;³ 3) “archivists as auditors” of

evidence ensuring standards for, and good management of, current (now most often) digital records for reasons of both public accountability and archival preservation; and 4) “archivists as advocates” or public programmers taking our archival stories and strategic needs to many audiences, from school children to parliamentarians. It is increasingly unlikely in our complex world that we will find all four of these essential characteristics in one person called the archivist, any more than we expect to find in society only one kind of doctor or one type of engineer. But we as archivists and archival managers – and archival educators – must not overlook the critical professional complexity and diversity that requires all four dimensions of the archivist, even as we are tempted to emphasize only one or two of these because of pressures we feel from governments or users. The last thing we need in the profession is one of these four types of archivists diminishing or ridiculing the others: we need unity in diversity.⁴ The total archive requires the total archivist – all four of them – inconvenient as that may be for managers in terms of job classification, hiring, or pay scales. It goes without saying that we also need greater human diversity across our profession: we have in the Western world as archivists an overwhelmingly white, dominant-language, middle-class demographic profile, which emphatically does not represent our societies and their multicultural diversities.

1 Consultative Group on Canadian Archives for the Social Sciences and Humanities Research Council, Canadian Archives (Ottawa, 1980). Generally known as the «Wilson Report,» after the chair of the group and author of the report, the study was a major milestone in the history of archival development in Canada, calling for and leading to the creation and funding of the Canadian Archival System already mentioned..

2 Millar, “The Spirit of Total Archives, 48-51. I think this is a fair summary of Millar’s analysis, but I am also extending it somewhat within the overall argument of this essay.

3 I want to make absolutely clear to readers from many archival traditions, who may be perusing this essay through various linguistic filters, that I am not counselling a return to the archivist being an historian in the traditional sense that an archivist is merely an historian with a little practical on-the-job training, nor the archivist as a specialist, as historians are, in the content of archival records. Rather, I am advocating the archivist as historian of the context of records, not just its simple structural provenance in an office of origin, but its deeper context set in functional and societal provenance; the forms, genres, conventions, and systems of representation used in making records and contained in various recording media; the significance of

their materiality and physicality; the structure and characteristics of record-keeping systems and record-making technologies; and the cultures, management styles, and internal communication and discourse patterns within the organizations creating or receiving the records. Such research is essential for archivists carrying out, in our very complex world, all four core archival functions: appraisal and acquisition, arrangement and description/processing; preservation and conservation; and reference and public programming. For a fuller argument on this point, and its necessity for archival education and for archival work, see Terry Cook, “‘The Imperative of Challenging Absolutes’ in Graduate Archival Education Programs: Issues for Educators and the Profession,” *American Archivist* (Fall/Winter 2000).

4 This is also the argument of Society of American Archivist’s President Mark A. Greene, in his “E Pluribus Unum,” in the “President’s Message” column in *Archival Outlook* (January-February 2008), 3, 24.

Can this Canadian archival distinctiveness contribute usefully to the international archival community in the twenty-first century? I believe the quick answer is yes, and on several levels. Canadian media theorist Marshall McLuhan wrote optimistically a generation ago about communication technology creating a global village uniting humanity, while Canadian philosopher George Grant, at the same time, lamented the homogenization and eventual destruction of local cultures under the impact of that very same technology.¹ Those competing visions survive in radically different perceptions about the internet -- which is in truth the more wired and world-wide version of McLuhan's envisioned global village that we all now inhabit. Some see the web as a means to think locally, and act globally, as a powerful tool to rally interests against those very homogenizing forces of global market capitalism and neo-colonialism, as a return to genuine democracy and an opening to social justice. Others see in the web the "twilight of sovereignty," an undermining of the nation state that has protected distinctive cultures and traditions: the web generates a bland and universal commercialism that will result in an electronic version of the Roman Empire's bread and circuses for the masses, now updated as online video games, superficial chat rooms, and endless pornography.² Which of these competing visions

will carry the day? Which should the world's archivists embrace?

If there are benefits in the "Canadian way" of diversity, ambiguity, tolerance, and multiple identities, as embodied John Ralston Saul's postmodern state and recent Canadian archival theory, then the Canadian parallel way of remembering, of approaching the creation and preservation of memory in archives, may speak strongly to the world's archivists in this situation. The Canadian blend of theory and practice should resonate with those archivists around the world who are rightly concerned in this new century about the homogenizing and globalizing "bias" of the new digital media and new record-creating technologies and their world-wide communication networks. The desire of many archivists now, internationally, and a goal of the ICA itself, to construct memory based on celebrating difference rather than monoliths, multiple rather than mainstream narratives, the personal and local as much as the corporate and official, may find in Canada's recent approach to archives both relevant ideas and useful tools for global cooperation to preserve diversity in the memory of the world, to maintain the village and its stories within the global technologies. If so, and in the "Canadian way," theory and practice need not, then, be seen as contradictions, but converging together to help shift our professional thinking and action for the new challenges ahead.

1 Of many possible works, see Marshall McLuhan, *The Gutenberg Galaxy: The Making of Typographic Man* (Toronto, 1962), and *Understanding Media: The Extensions of Man* (New York, 1964); and George Parkin Grant, *Lament for a Nation: The Defeat of Canadian Nationalism* (Toronto, 1965), and *Technology and Empire: Perspectives on North America* (Toronto, 1969).

2 As merely a few suggestive examples, from a wide range of popular or "trade" publications, see, for the more pessimistic viewpoint, Leslie A. Pal, "Wired Governance: The Political Implications of the Information Revolution," in Robert Boyce, ed., *The Communications Revolution at Work: The Social, Economic and Political Impacts of Technological Change* (Montreal and Kingston, 1999), 11-38, especially 18-19; Neil Postman, *Technopoly: The Surrender of Culture to Technology* (New York, 1993); or more narrowly Sven Birkett, *The Gutenberg Elegies: The Fate of Reading in an Electronic Age* (New York, 1994); and, for the more optimistic perspective, John Durham Peters, *Speaking into the Air: A History of the Idea of Communication* (Chicago and London, 1999), 138, 143, passim; Paul Levinson, *Digital McLuhan: A Guide to the*

Information Millennium (London, 1999); or indeed Bill Gates, *The Road Ahead* (New York, 1996); or the almost instant classic by Nicholas Negroponte, *Being Digital* (New York, 1995) which despite the speed of change of computer-based information technology still remains very forward looking and inspiring.

Professional Theory and Practice of Libraries (Powerpoint)

Sjoerd Koopman

■ Sjoerd Koopman was born in Rotterdam (Netherlands). He holds an MA in Political Science from the University of Amsterdam, after previous studies of Business Economics and Library and Information Science. After some years with the Library of the Faculty of Political Science, University of Amsterdam (1976-1979), he spent 12 years at the Royal Library, the national library of the Netherlands (1979-1991). From 1991-1998 he worked with Pica Library Automation in Leiden (Netherlands), first as Coordinator of the RAPDOC Project, later as Head Marketing. Since 1998 Mr Koopman is co-

ordinator of professional activities of the International Federation of Library Associations and Institutions (IFLA), the leading international body representing the interests of library and information services and their users. As the Secretary of IFLA's Professional Committee he oversees IFLA's activities as carried out in the 45 Sections (grouped in 8 Divisions), both during the annual General Conference, and throughout the year. These include projects and publications. Sjoerd Koopman liaises with UNESCO, IFLA's main co-sponsor of projects carried out for the benefit of the library profession in developing countries.

Though libraries provide access to information and knowledge as they have been doing for centuries, they are now doing more, faster and for a larger audience. Worldwide there are more than 690,000 librarians working in one million libraries and serving around 1/6th of the world's population by providing access to all kinds of resources, especially an expanding range of digital and online resources. The International Federation of Library Associations and Institutions, with headquarters in The Hague, has members in 150 countries. Its 45 sections deal with different aspects of professional work, and it hosts a large international congress each year.

Two Examples of Cooperation between Libraries and Archives (Powerpoint)

Ian E. Wilson and Lise Bissonnette

■ In 2004, Ian E. Wilson was appointed Librarian and Archivist of Canada in Library and Archives Canada. He had been appointed National Archivist of Canada in July 1999 and with the then National Librarian Roch Carrier led the process to create a new knowledge institution for Canada in the 21st century. Mr. Wilson has had a distinguished career in several areas, including archival and information management, university teaching and government service. He began his career at Queen's University Archives (1967); later becoming Saskatchewan's Provincial Archivist (1976-86) and Chairman of the Saskatchewan Heritage Advisory Board. He was appointed Archivist of Ontario in 1986, position he held

until 1999. For several years he was also responsible for the Ontario Public Library system. As Librarian and Archivist, Mr. Wilson serves on the Service Transformation Advisory Committee of the Treasury Board of Canada and was appointed their Information Management co-Champion for the Government of Canada in 2002. He is a member of the Historic Sites and Monuments Board of Canada. He has taught as an Adjunct Professor in the Faculties of Information Studies of the University of Toronto. He has also served as President of the Ontario Historical Society (1975-1976) and was President of the Champlain Society from 1995 to 2003, and Vice-President of the International Council on Archives from 2000 to 2004.

For some ten years the two professions have been engaged in in-depth reflection on the content of their missions in an environment transformed by the Internet and driven by the digital world. The place of libraries in society has indeed considerably increased while the audiences for archives broadened and diversified. A consensus was reached about the concepts of a one-stop service and of local, national and international networks. This implies an active convergence between libraries, archives, museums and other cultural institutions. Canada and Québec chose to merge their institutions in the field: Libraries and Archives Canada in 2004 and Bibliothèque et Archives nationales du Québec between 2002 and 2006. But if the analysis and the inspiration are common, the implementation and the models chosen are distinct but equally interesting: while BAC chose integration, BANQ preferred harmonization.ction

Deux exemples de coopération entre bibliothèques et archives (Powerpoint)

**Ian E. Wilson
et Lise Bissonnette**

■ Lise Bissonnette est présidente-directrice générale de Bibliothèque et Archives nationales du Québec, première institution culturelle québécoise née de la fusion de la Grande bibliothèque du Québec avec la Bibliothèque nationale du Québec en 2002, puis de cette nouvelle Bibliothèque nationale du Québec avec les Archives nationales en 2006. Directrice et éditrice du quotidien *Le Devoir* de 1990 à 1998, analyste politique et culturelle de renom, elle a présidé, durant ce mandat, à une réforme en profondeur de cet influent journal, qui en a assuré à la fois le renouvellement éditorial, le redressement financier et un nouveau design primé à plusieurs

reprises sur la scène internationale. Écrivain, Lise Bissonnette est l'auteur de huit ouvrages, trois essais et quatre œuvres de fiction et un livre récemment publié alliant ces deux genres littéraires. Sa contribution au débat d'idées et son engagement au sein de la communauté culturelle lui ont valu de nombreuses distinctions, dont huit doctorats honoris causa décernés par des universités du Québec, du Canada et des États-Unis. Elle détient l'Ordre de la Pléiade (Francophonie), est officier de l'Ordre national du Québec et chevalier de la Légion d'honneur de France. Après avoir reçu la médaille de l'Académie des lettres du Québec en 1999, elle en est devenue membre en 2004.

Depuis dix ans, une réflexion de fond s'est engagée dans les deux professions sur le contenu de leurs missions dans un environnement transformé par Internet et le tout numérique. La place des bibliothèques dans la société s'est en effet considérablement accrue, tandis que les publics des Archives se sont élargis et diversifiés. Un accord a été trouvé sur les concepts de guichet unique et de réseau local, national et international, et il implique une convergence active entre bibliothèques, archives, musées et autres institutions culturelles. Le Canada et le Québec ont choisi la voie de la fusion, Bibliothèque et Archives Canada (BAC) en 2004 et Bibliothèque et Archives nationales du Québec (BANQ) entre 2002 et 2006. Mais si l'analyse et l'inspiration sont communes, la mise en œuvre et les modèles choisis sont distincts mais également intéressants : là où BAC a choisi l'intégration des fonctions, BANQ a préféré l'harmonisation.

Cooperation between Museums and Archives: The Museum and Archives of Samoa

Ulrike Hertel and Sina Ah Poe

■ Sina Ah Poe manages the Museum and Archives Projects of the Ministry of Education Sports and Culture, and has been involved in the cooperation of the two projects since 2001. Sina obtained a Master of Arts degree in Museum Studies from the University of Newcastle, United Kingdom in 2005, and is now Principal Museum Officer. Sina will manage these two projects until a Principal Archives Officer is recruited. The Museum of Samoa project preserves Samoa's heritage by collecting and displaying objects which provide information about life, culture, history and the environment. The Archives project safeguards Samoan public archives including records presently being created to become future archives.

■ Born and educated in Germany, Ulrike immigrated to the Pacific Island of Samoa following studies in Biology and German. After several years of teaching, Ulrike worked for the Land and Titles Court in Samoa, translating land documents of the German colonial administration 1900-1914. She also worked in records management and the repair of damaged documents. She worked at the Ministry of Youth, Sports and Cultural Affairs of Samoa (later Ministry of Education, Sports and Culture) where she established a national museum and the national archives. Her career in Samoa continued at a law firm until she returned to Germany in 2008 as a member of academic staff in Zoology, University of Freiburg.

As a country with an oral traditional and strong living culture, the need for the establishment of a national museum and archives was only recently recognized, with the Museum opening in 1999 and a small joint museum and archives staff appointed. Though special accommodation for archives was only secured in 2001 and the building arrangements continue to be problematical, and despite limited resources, there have been positive developments : consultancy has been available from Australian sources and structured records management guidance and training has been provided to ministries. Customer services have improved with services tailored to customers' needs.

Introduction

Samoa is a country which traditionally passed on information in oral form. There was no written Samoan language before it was created by missionaries after 1830 so that the Samoan people could read the bible in their mother tongue. There was also no museum tradition, and for a long time it was argued that Samoa has a living culture and is therefore not in need of a museum.

However, others argued the need to preserve historical and traditional artifacts for future generations, as more and more new technologies and ways of life were introduced. Important decisions and government business had been increasingly documented in paper form from the 1800s, and are now very much valued by the Samoan people, especially those who are dealing with land and family history (which are closely connected with each other through customary land rights). This resulted in efforts by the Samoan Government to establish a National Museum and Archives.

This paper draws on personal accounts of two officers who have been involved in the cooperation of the museum and archives projects from the beginning.

Background

After an earlier attempt to establish a National Museum in Samoa failed in the early 1980s, a Museum and Archives Officer post was created at the Ministry of Youth, Sports and Cultural Affairs (MYSCA). After being vacant for a year the position was filled by Ulrike Hertel in 1996. The position was all the project had, besides a desk, a few files, a box with objects labeled 'museum' (no further information) and a Cabinet Directive for the Ministry to use the upper floor of the Old Government Building (also known as the Court House) for the museum and archives projects. There was no budget, no strategic plan – and also no expert. The only professional background Ms Hertel had for this job was her ability to read old German documents. The only person with a profes-

sional degree in museum studies in Samoa at the time was the lady who had left the position the year before Ms Hertel started.

Establishment of the Museum of Samoa

A major breakthrough came with a Cabinet decision to give gifts from Pacific Island delegations to the 6th Pacific Arts Festival held in Samoa in 1996, and some showcases to the museum project. Approval for a second post for the museum/archives project, which was filled by a gifted artist, Toetu Isaako was also granted at this time. More items we collected or made by the museum/archives staffs that enabled the establishment and the official opening of the Museum of Samoa in three rooms of the Old Government Building, on the 27 May 1999.

Two museum and archives officers at this time seemed insufficient to carry out the duties and responsibilities for the projects. An assistant for cleaning and reception duties was first 'borrowed' from the Minister for MYSCA's Office, and then transferred to the museum. We would like to mention the people who filled this position over the years, Saili Leota, Avei Uolilo and Ana Patolo, to acknowledge their great contribution to the development of the museum. We would also like to particularly mention the assistance of the Maintenance Team of the Ministry of Education, Sports and Culture (The Culture & Sports Divisions of the MYSCA were merged in 2003 with the Department of Education to form the Ministry of Education Sports & Culture). While it is great to have a policy not to have a leaking roof, the real change for the better is made by the person who actually climbs up and fixes it. In 2002, Toetu Isaako left with his family to Fiji and was replaced by Ms Sina Ah Poe, who subsequently obtained a Master of Arts degree in Museum Studies (2005) from the University of Newcastle upon Tyne, United Kingdom.

The museum attracted few very useful resources once it was established. For instance, a computer and other office equipment were donated for the museum by

UNESCO, and were used for both projects. This however, raised awareness of both the public and the government that artifacts and significant historical documents were not only interesting but very important to the people of Samoa. From then onwards, the government recognized the significant purpose of the projects and this resulted in increased funds for the operation of the project activities. While funding was on the rise, artifacts, historical photographs, writings and archival materials were finding their way in from local, regional and international visitors.

The Museum of Samoa building

The Museum of Samoa occupies three relatively small rooms on the second floor of the Old Government Building (Court House), while the Ministry of Justice & Courts Administration occupies the rest of the building. The building is a representative of a wooden colonial building, at the seaside, erected during the German Administration period in Samoa in about 1906. This makes it vulnerable to fire, termites and any tsunami or cyclone waves. While the historical value of the building and its central location encouraged us to establish the museum in it nevertheless, its location and condition did not allow us to use it as building to store unique historical records. There had been three electrical fires, several leaks from the roof, pests, deterioration floorboards, and several incidents with the plumbing resulted in the museum/archives staff having to mop the downstairs room of the Chief Justice. Fortunately, no records had been left on the floor. Another notable incident was the day when the Fire Brigade forgot they had our key and broke the door open after a false alarm. Many interesting and stressful events that had occurred along the way of development, and we can only remember them with laughter and joy.

While the museum had taken a step to reality, the National Archives Project had minimal development due to the lack of a suitable building.

Establishment of the archives

At the establishment of the museum and archives projects in 1996, no building was allocated for the archives, and archival materials and closed records created within the government were stored under poor conditions all over the Government Ministries. Countless efforts to secure spaces for the storage of archival materials came to fruition in 2001, when the Nelson Memorial Public Library offered a room for the storage of archival materials. This room was renovated and is now the storage for German administration files and other historical documents. This cooperation between the library and archives was now evident and shortly after was extended to the adoption of the electronic database programme (DBText software) so that library visitors are able to search the archives database as well as the library holdings.

A second room for the Archives was secured in 2003. An old classroom at the Ministry of Education Sports & Culture Headquarter was upgraded and now houses records from the New Zealand Administration time. These records had been salvaged from an old prison building and the attic of the Old Government Building. The two archives rooms have continuously running air conditioning (if the power does not shut down) and are made of cement with windows blocked out. Although the rooms do not provide the standard archives storage environment, they are definitely safer and provide more stable conditions than the museum building. Vulnerable artifacts from the museum collection are presently stored in these rooms, and are only displayed in the museum for short periods of time. The Museum of Samoa and the two Archives Rooms are situated in three different locations.

The daily routine for the Museum and Archives staffs is to sign in at the Ministry headquarters and move to whichever location where work was waiting. This perpetual movement has been particularly time consuming and costly for the staff especially in the rainy season. Office trans-

port is not always available, therefore most of the time, project staff have to wait until transport is available, or they pay for taxi services from their own pockets.

Archives developments

1. Expert Assistance A short term consultancy by Greg Coleman from the Northern Territory Archives in Australia provided us with a building design brief, as well as a draft for a Public Records Bill. Emma Murray (Australian Business Volunteer) and the Museum and Archives staff worked in collaboration in developing procedures and policies, as well as providing advice on the archives building specifications. This assistance was very important because it enabled us to think beyond the needs we had, and to what could be done. A very important factor in the development of the archives were the biannual PARBICA meetings, which provided a network of experts as well as the sharing of experiences amongst small archives. On the museum side, Pacific Islands Museum Association (PIMA) provided similar impact.

2. Records Task Force We had received training courses on different topics for records staff in Government, as they were the interim custodians of all those public records in their care. In a course conducted by Emma Murray, the participants were encouraged to discuss the needs for public records management, and decided to establish a Records Task Force (RTF). The RTF was established in 2005 to address the need to network public records management.

3. Two important guidelines were developed for the first time to strengthen records management across Government Ministries. The Code of Best Practice – Records Management & Common Administrative Retention Schedules were developed with the expert assistance of Emma Murray, Museum and Archives staff and through the RTF with records managers of all Government Ministries. Both documents were endorsed by Cabinet on 27 September 2007 as guidelines for records management for all Government Ministries. This achieve-

ment significantly enhanced the profile of the archives project.

4. Another significant development that followed was the approval of a government wide project proposal Strengthening Public Records Management which aimed to improve and network records management through the provision of resources and consultancy services. This project commenced in February 2007 and is scheduled for completion in July 2008.

5. The provision of a proper archives building seemed to us the most important step in the development of the archives project. Land for the construction of the archives building was secured at one stage, however, funding was not available for post-processes - we could not get a donor without a proper building design, and we could not get a design because we did not have money to pay the architect. At this stage, possible assistance for the construction of an archives building may come from the People's Republic of China.

6. An Emergency Preparedness plan for the two archives rooms and the museum is in place. This plan was developed in collaboration with the Ministry of Education Sports & Culture.

Common challenges – visitor relations

Having worked in both museum and archives, we believed that we have been challenged in many ways and will continue to be challenged, but the most crucial issue that is evident to the museum and archives staff is visitor relations and expectations. Visitors to the museum are very much the center of attention. Everything is done to make them feel as comfortable as possible, our information is provided on a level that is easy for them to read and understand. Most often, the comments we receive, especially from our local visitors, make us re-think our functions and why the museum really exists. In the archives and also in many offices which provide information on public records

to the public, accessibility for customers is not always a priority. In Samoa, there are the following issues:

1. Language Museum labels are both in Samoan and English; we also have explaining leaflets in Japanese and in German. In the archives, many of our records are in German language, due to the German administration in Samoa (1900-1914). They are not only German administration records held in the archives, land records and birth/deaths/marriage records are also used as active files in Government Ministries and Public Trust Office. These records should be translated in order to make them available to the people of Samoa. We know that there are other countries in the same situation, such as Papua New Guinea and Palau.

It is not only the historic records which are in unfamiliar foreign languages. Several researchers who come to our museum to obtain advice for their work are asked to send copies of their work for the museum for reference (though only a few have been received). There are also a range of theses and books about Samoa which are in languages which hardly any Samoan can read. Therefore, it should become a rule of decency to provide a copy of these works to the Samoan people in a language they can understand. How does one feel if someone stays with them for months and then publishes a book in which the only thing they can understand is the names of their family?

2. User pays Entrance to the museum has been free since it opened. The Museum of Samoa ensures that any Samoan should have the right to access the museum collection, free of charge. We hope that there will never be a barrier for people with no or little money to access the archives, once opened to the public.

3. Attitudes In the last decade, the archives has become more and more linked to the management of current public records. The IRMT has worked very hard in this area. However, if records are well managed within an office, there is still one step more to take, and that is the way we treat those who come

to us to find information they are entitled to get. People with little formal education, people living in traditional subsistence culture in the rural areas, people who have little experience with public offices often feel very uncomfortable when they enter an office for advice. They may have trouble reading or writing, or may not know their date of birth or other information required to fill in some form or find a document. The archives, and any public records management service, should be creative and proactive in making them feel welcome, make processes and requirements easy to understand, and support those with difficulties in a considerate and effective way. After all, they often are our colleagues – the custodians of information, of traditional skills and knowledge, of oral history, of life skills which our children may one day need to survive.

Summary

In the beginning, sharing resources between the museum and archives was vital as they were so scarce. At first, the museum with a more visible public image generated most resources. Later, the archives became more successful, especially when its image improved from being some sort of cave with dusty records about history, to being a driving force for good public record management. The museum provided the chance to get feedback from the public on our work, and raise awareness and knowledge about Samoan history and culture. It was often very uplifting to be able to assist student and other visitors and see how they came to appreciate historical evidence. This link to the public was initially lacking in the archives.

The impact of expert advice was very important – and in some areas, such as preservation and emergency preparedness, our new knowledge could be used for both projects. We sincerely hope that from now on, records management will be an integral component in all institutional strengthening projects, as this will ensure that new processes are established with a background

of sound expert advice.

In our particular case, the building problem was a major drawback. If the building for the development for museum and archives had been suitable to house both from start, many logistic problems would not have existed. Working at different physical locations causes many problems and is very energy consuming. From our own experience, we definitely do not recommend trying to run a joint project in different locations with the same staff. If there are different locations, then each should have its own staff.

Due to the small number of staff to develop both projects, it was not only the logistics which challenged our juggling skills. Once both projects grew, more and more duties fell on the staff— you sort archives and worry about the museum plumbing, you look after the museum and feel guilty that you have not done the work in the archives. And because the museum was open daily and with more and more visitors, especially school students, required at least two people to be there, archives often suffered most. This problem is hopefully now being alleviated by the employment of more staff and by giving specific responsibility for one project only to each staff member.

Acknowledgements

So many people contributed to the development of the museum and archives in Samoa, that it would take several pages to mention them all. However, we would like to name some of those who had particular impact: the late Hon Luagalau Levaula Kamu, Hon Fiamē Naomi Mataafa, Hon To'omata Alapati Poesē To'omata, the management and staff of the former Ministry of Youth, Sports and Cultural Affairs, the management and staff the Ministry of Education, Sports and Culture, particularly the Assistant CEO of the Culture Division and our colleagues at the Culture Division, Greg Coleman, Emma Murray, Pacific Islands Museums Association (PIMA) and Pacific Regional Branch of the International Council of Archives.

Cooperation between Archives, Libraries and Museums: Conditions for Success

Kjell Nilsson

■ Kjell Nilsson has been international director of the National Library of Sweden since 2006 having previously headed up the Library's Department for National Coordination and Development where he initiated the Swedish Consultative Group on ALM (Archives, Libraries, and Museums) Matters in 1991. He is currently vice chair-

man of the SIS Information and Documentation Committee and among many other professional activities is a member of the European Bureau of Library, Information and Documentation Associations Expert Group on Copyright and Trade, of IFLA's Committee on Copyright and Other Legal Matters and of the Nordic Conference of National Librarians.

There are different models for co-operation between archives, libraries and museums. Such cooperation may be through institutional merger, or by establishment of a co-ordinating body, or by informal agreement between individual institutions. In Sweden there has been a long history of co-operation, culminating in 2004 with the establishment of an ALM centre ('ABM-centrum') to coordinate co-operative activities. Success of cooperative ventures in general depends on a number of factors: the need for cooperation, general recognition of that need and ability to adapt different institutional cultures to agree on what needs to be done, and the tools needed to do it. Cooperation at national level can be repeated at European and even international level.

First of all, I am not altogether convinced that I am the right person to make an assessment of what is happening in terms of cooperation between libraries, archives, and museums, whether in Canada, Quebec or elsewhere. I think the people who are actively involved in these efforts are better equipped to do that. However, I would like to mention that in January 2006 I made a study visit to the Library and Archives Canada (LAC) together with the Swedish national librarian, Gunnar Sahlin, and the national archivist, Tomas Lidman, and I have to say we were all impressed with the energy and the determination with which the staff of LAC seemed to be tackling their enormous challenge.

It is obvious that cooperation between archives, libraries and museums (ALM) can take many different shapes:

1. you can merge institutions as in Canada and Quebec. Co-operation comes with the organisation, and 'integration' may be a better word to describe it.

2. or, you can form a co-ordinating government agency, as in the UK and Norway.

3. or you can form some other, less powerful coordinating body, as in Sweden.

4. or, individual archives, libraries, and museums can work together more or less informally, but nevertheless systematically, without merging and without the intervention of a separate coordinating body (which is also happening in Sweden).

The Swedish example

I doubt that Sweden really provides a very good example of successful cooperation between archives, libraries, and museums; however, we have a comparatively long history of trying to work it out.

The ALM Group

Over the years, Swedish archives, libraries, and museums have always cooperated to some extent. In fact, the National Library and the National Archives were very closely knit

together until they both, by the end of the 1870's, moved out of the Royal Palace. ALM cooperation was so labelled for the first time when, in 1991, the National Library initiated a consultative group called the ALM Group.

The background of this initiative was simply the fact that the digital technology seemed to make it possible to give uniform and seamless access to the collections of the heritage institutions. The task of the group was to identify opportunities for cooperation that would take us in this direction, and to carry out development projects along this line. The most substantial results were achieved in the area of name authorities.

The downside for the group's activities was that it had no official sanction and no regular funding from the participating institutions, i.e. the National Library, the National Archives, the National Museum of Cultural History, the National Heritage Board, the National Archives of Recorded Sound and Moving Images, and the National Council for Cultural Affairs.

The ALM Centre

In 2004, the institutions involved in the ALM Group finally decided to temporarily set aside some money for the funding of a one-person co-ordinating secretariat called the ALM Centre ("ABM-centrum" in Swedish). More institutions soon joined in.

The overriding goals were to:

- promote understanding and cooperation between archives, libraries, and museums,
- stimulate and coordinate digitisation, and
- provide knowledge development for the staff of these institutions.

The Centre is just being evaluated. Short of substantial government funding we will probably see the continuation of the centre's activities with relatively minor changes. And the government will probably not even think of intervening until after the ongoing study into its overall cultural policy is presented at the end of 2008 or so.

Systematic cooperation between heritage institutions

What is undoubtedly just as interesting at the moment is the systematic cooperation recently begun between the National Library, the National Archives, and the National Archives of Recorded Sound and Moving Images. Undoubtedly, this work took some inspiration from the visit to the LAC I mentioned earlier but otherwise, the most immediate reason was the substantial investment, in human, technical, and financial resources needed to meet the challenge of long-term digital preservation. We are aiming for a common technical platform.

Active cooperation in digitisation is another objective and the prospect of providing uniform and unified access to the digital collections of these institutions was a great impetus. A common interface to our catalogues, and the union catalogues of the archives and the research libraries, will be operating before the end of 2009.

Regional and local ALM cooperation

Finally, I must not forget to mention the dozens of examples of ALM cooperation taking place on the regional and local levels. Many of these projects have turned out really well. At the same time, best practice and interoperability might not always be considered or observed as they should be.

Conditions for successful cooperation

To my mind there are many factors that provide the conditions for successful ALM cooperation:

1. There obviously has to be a need for cooperation.

-The need can be expressed from a users' point of view, in terms of easy and seamless access to heritage collections.

- It can also be expressed from the institutional point of view, in terms of knowledge

development and rationalisation.

2. I think it is a fair guess that most of the people attending this conference realize this need.

But archivists, librarians, and curators in general also have to see the need.

Cooperation means that individuals, professional communities, or individual institutions cannot have their way as often as they are used to. It might also, in a restricted sense, be a slower way of achieving results than acting alone. These factors that might make people reluctant to accept the need. To convince them is a challenge.

3. We have to be able to co-operate.

The fact that we realize there is a need is not enough to act, although it is usually a necessary prerequisite. We have to know how to co-operate.

Among Swedish research libraries cooperation goes back many years (e.g. in interlibrary lending), and the National Library has for the last couple of decades played an active role as a coordinator in this area. The National Archives is the all-dominant player in the public archives sector, nationally and regionally. As with mergers, you could say co-operation comes with the organisation. By contrast, among the Swedish museums there is hardly any tradition of coordination or cooperation, whether on a national, regional or local level.

The different experiences in the respective ALM areas have to be considered when promoting cooperation. And, as always when you are trying to change old ways of working, there has to be support from the top of the institution. At national level there definitely has to be support from the government.

4. We have to agree on the overriding goals of cooperation.

And, of course, the goals have to be in line with the stated needs.

5. Finally, we have to agree on the tools

This essentially means that we shall have to agree on standards and best practices for structuring and handling digital information that will guarantee flexibility and interoperability.

Above the national level

I have intentionally left out any mentioning of the European level here, since that is dealt with elsewhere. However, to my mind, the importance of the European Commission's initiative "The European Digital Library" cannot be over-estimated. This project, which was originally very much focused on the national libraries, has now been turned into a true ALM venture, with all the potential benefits inherent in ALM cooperation. Any actions on national level that conflict with what is being done in Europe are highly questionable.

And one step above the European level is the global one. Same thing here: a European Digital Library should naturally be an integral part of the Global Digital Library. Idealistic thinking? Sure, but what is more important it is user-friendly.

Cooperation between Archives, Libraries and Museums: Conditions for Success

Atakilty Asgedom

■ Atakilty Assefa Asgedom is currently Director, National Archives and Library Agency of Ethiopia having previously held senior positions in the Ethiopian Federal Civil Service Commission, the

Ministry of Trade, and the Ethiopian Coffee Marketing Corporation. He holds a MBA from the University of Cardiff, UK, and a BA in Accounting and is the author of several articles and research papers.

Archives, libraries and museums have many similarities as well as the differences which have resulted, in the past, in their operating in isolation. The similarities centre on their role as providers of education and learning opportunities about the cultural heritage and the fact that, because of the growth of Information and Communication Technologies, users themselves make little distinction between the three types of institutions. Professionals must also begin to appreciate the similarities between their disciplines and identify how cooperative working can benefit not just the user but the institutions themselves. A survey of cultural heritage professionals and users in Ethiopia confirmed that collaborative working was desirable both from the point of view of the users and the institutions, although it should not be undertaken solely from the point of view of cost-effectiveness. The analysis concluded that a survey of international practice and trends would be needed before a final decision suitable for Ethiopia could be made.

The origin of these three cultural institutions may be traced back to antiquity. In most cases early archives, libraries and museums began as the private collections of wealthy individuals, families and institutions of art. Each of them has been closely related for many years. In fact, many archives collections were located within libraries. Though archives are the earliest in their origin, libraries played a great role by keeping archives in their organized structures. Along with the collection of written documents, early collectors also acquired rare or curious national objects and artifacts. From the fifteenth century and particularly with the invention of printing press, learning and research institutions were opened in great numbers. This, in turn, increased the collection of heritage and literary material and necessitated the development of archives, libraries and museums independently.

In its organized form, the first public museum in the world was opened in Europe during 18th century in the age of enlightenment. Archives and archival administration, as they are understood today, date back to the French revolution with the establishment of the French National Archives in 1789. The origin of libraries dates from the 3rd millennium BC. But the first libraries were only partly libraries being composed for the most part of unpublished records. The first libraries, as repositories of books, were those of Greek temples and the Greek school of philosophy. In the west, the first public library was established under the Roman Empire.

Keeping archives, books and other objects of historical significance, especially in religious institutions did exist in Ethiopia, although in a very traditional way. Modern libraries in the country dated back to the time before the Italian invasion and it was only after the liberation that the National Library - "Public Library Wemezekir" - was established in 1944 by Emperor Haile Selassie I. In fact, this establishment included a museum, and many document referred the establishment by the name National Library, Museum and Archeology Office. In 1966, the establishment split into the National

Library and National Heritage Institute. And, after a lot of pressure from both internal and external organizations and scholars, a National Archives division was added to the National Library in 1980 under the Ministry of Culture and Sports. This development of the Ethiopian National Archives and Library continued and got its legal backing in 1999 by the proclamation No. 179/1999.

Differences and Similarities between Libraries, Archives and Museums

Today, it is common to consider museums, libraries and archives as very different kinds of institutions. All three may be considered as cultural institutions in the broadest sense of the term. In Europe they are sometimes referred to as "Memory institutions". They apparently have different organizational cultures, sets of standards, principles and practices as well as differences in managing their respective collections. Upon close examination, however, these differences are more apparent than real and are the result of convention and tradition rather than substantive differences.

Differences

Archives, libraries and museums are distinct institutions that follow different standards, principles and practices in managing their respective collections. The differences among these institutions can be profound and must be thoroughly understood.

These differences might be seen in a variety of areas like the kind of materials and assets they collect, academic education and training of their professionals and other, personnel, the values and assumptions of mission and services, the characteristics and proximity to the communities they serve, theory and practice; even the vocabulary they use to describe operations can be dramatically different. In short, the cultures of these organizations are so different that they cannot be ignored or over shadowed by

thee similarities and overlapping of activities. For example, libraries collect published materials like books, journals, video etc. which can be also available somewhere else. They have their own acquisition methods, classification systems, description and access policies whereas archives, collect, largely unpublished materials which are unique and of one type. Archives have closed stack systems and their own acquisition and description methods. Museums also have their own distinct character. They collect preserve and interpret primary tangible evidences of humankind and culture and they have their own system of arrangements and display. Their collections largely constitute primary evidence of raw materials of study and research.

In terms of their services, archives and libraries organize their collection and present them for use in response to users' specific need or inquiries. In museums, however, the user looks (in exhibitions) at what the museum staff has selected, presented and interpreted.

Similarities

Regardless of their differences, archives, libraries and museums share common ground in many of their activities. Primarily, they all collect, organize and present documents in various formats with the mission to make knowledge available to the society/user and to support education and learning. There is also a lot of overlapping of sources they collect. For example, each collects photographs and survey results; in many countries it is observed that museums like some libraries have large and important collections of private archives. Besides, each shares preservation concerns for their respective collections.

In addition, the development of information technology and the increasing use of digital technology as a tool for carrying out the central work of each institution has blurred the distinction among them. Digitization transformed the use of collections in libraries, archives and museums.

If the distinctions are based on the nature of the materials these institutions collect, and if the nature of those collections is transubstantiated in the digital environment, then the distinction ceases to have meaning at all. From the user's point of view, it is of no importance whether these sources are administered by an archive, library or museum provided that they are arranged and presented in a manner to satisfy the needs of various user groups.

Is Co-Operation Possible?

The blurring of boundaries and overlapping of activities among these cultural heritage institutions provides a useful environment for exploring collaborative endeavors. But they have a record of little or no history of co-operation. Of course, here and there, for some event, they launch an exhibition displaying materials from their respective collections. The professionals of these institutions are mostly advocates for the distinction between their professions rather than the similarities. But, it seems the world is now demanding their co-operation: the customer or the client is looking for "One Stop Shopping". These days, as clients come with complex information needs a new type of engagement with clients is needed. The service provision pattern overall is changing and this necessitate, in these institutions, a paradigm shift in this regard.

The development of information communication technology demands interdependence. Online services can provide not only data about the information (finding aids) but also the actual information (the information surrogate) from respective collections. People who formerly used materials within an institution now frequently (if not exclusively) consult them on-line. Most online users do not know where these materials physically exist. They want only the information. Hence, institutions must join together to provide a good service to the user.

Barriers inhibiting Co-operation

There are many barriers to co-operation but three major ones can be mentioned. The first is historical. For a long time these institutions have been professionally isolated from each other. They lacked communication and understanding. The second, probably, the most critical one is the attitude of the professionals of these institutions. The professionals think that their respective career is quite distinctive, and fail to see the similarities within similar profession. Finally, not least, is that education and training programs provided in these professions lack harmony which could help for better professional relationships.

Common ground for Co-operation

History: History tells us that these three institutes were once one and the same.

Share similar mission: They all have a mission to support education and learning. They all are repositories or custodians of cultural heritages for the future generation.

Share similar functions: Although they use different terms all of them Identify; Collect; Classify /Organize; Access/Serve; Exhibit; Restore; etc. information

Share Common Client: Learners of all ages.

Areas of Co-operation

These institutions

- could exchange information on their holdings to serve the best interest of their clients.

- could exchange knowledge on how cultural heritage could be best administered.

- could share experience on how cultural heritages could be best preserved and conserved. This could include cost-effective centralized laboratories.

- could pool their IT experts. In terms of IT they all have the same concerns: database development, online services digitization, electronic information etc.

- could reach out to society more effectively by acting together in promotion and outreach services, than alone

- could launch joint exhibitions with lasting impact

How to make Co-operation Possible

The international organization for each of these cultural institutions; i.e. IFLA, ICA, and ICOM could take an exemplary lead. Their international co-operation would encourage national institutions to follow suit. At national level one could think of a National Heritage Board to facilitate co-operation; perhaps statutory mandates could be given to the boards.

In developing a program for co-operation, there is of a variety of ways, for example:

- producing projects emphasizing co-operation,

- supporting inter-disciplinary research and publication,

- providing training and initiating development programs,

- developing programs on how to share resources, knowledge and experiences available,

- launching a joint or common web page.

Advantages/Benefits of the Co-operation

Collaborative effort might result in:

- avoidance of duplication of effort,

- maximizing service capacity: synergy in efficient and quality service,

- avoiding unnecessary and senseless competition,

- enabling less costly sharing of resources,

- reducing level of public funding: as they

all depend on public funding, which is always limited, particularly in the cultural field, co-operation, especially in ICT, and simplifying structures would be cost effective

- enhanced public trust and support as a result of high level and integrated co-operation.

Overall Analysis of Data Gathered From Interviews and Focus Group Discussion

A survey was undertaken in an attempt to understand the nature of any possible institutional cooperation between and among archives, libraries and museums (ALMs) in Ethiopia. It was planned to interview 12 professionals from the Addis Ababa University History Department; the Institute of Ethiopian Studies; the Ethiopian Library, Information and Archives Professionals Association and the Authority for Research and Conservation of Cultural Heritage and the National Museum to gather their opinions (though for a number of reasons only seven were in fact interviewed). As well, a focus group discussion was held with twelve professionals from the National Archives and Library Agency (NALA). The analysis of the results of the interviews and focus group discussion are as follows:

The starting point was that archives, libraries and museums started out as single institutional entities with their own respective missions and objectives. However, it was ascertained that they all collected and preserved documents for the education of the public. In fact, National Archives, National Libraries and National Museums have recognizably similar features as they are cultural institutions which collect and preserve cultural heritages.

On the other hand, the three institutions have distinctive individual features which include:

- the form and nature of information resources they collect, their provenance and collection methods,
- differences in organizational setting,

- collection arrangements, that is, technicalities in connection with information accessing mechanisms,

- different preservation and conservation activities to pass their holdings to the future generation,

- the prerequisite to employ professionals who are trained according to the required standards.

Since archives, libraries and museums are cultural information accessing institutions it was emphasized that they should work in cooperation to unlock the value of their collections. Whatever their legal framework or organizational structure, professional cooperation brings significant benefits. In particular national institutions should develop an attitude and culture of cross-cutting cooperation. Working together enables them to access their information resources in a more organized and user-centered manner.

Institutional cooperation

On the topic of institutional cooperation there was a consensus on:

- assessing current conditions and issues,

- implementing capacity- building programmes at various levels

- engagement in open professional discussion which is free from institutional bias and prejudice and mainly focused on preserving and conserving the information resources,

- preparing and issuing of policies, rules, regulations guidelines and standards that can create conducive ground for co-operation.

Conditions for success at international or national level

Successful cooperation can involve:

- focusing on increasing holdings (collections) through possibilities offered by modern information communication technology; reviewing policies in collaboration with each

other and sharing of experiences

- enhancing institutional capacity with regard to a joint establishment of conservation and preservation mechanisms and collaborative involvement of professionals to this end

- widening the scope for services to users by jointly preparing catalogs of collections of respective holdings

- engagement in organizing workshops concerning national treasures; conducting joint research initiatives and dissemination of findings to stakeholders and the community at large through professional publications, and exhibiting invaluable collections as well as organizing awareness programs in collaboration with the mass media.

- designing different cooperative projects and ensure their efficient and effective implementation in order to maximise capacity

Benefits of Institutional Cooperation

Some of the evident benefits of cooperation include:

- sharing of resources and providing a wide range of information,

- playing a pivotal role in creating an informed society,

- promoting the existence of the invaluable information heritage of the country and avoiding disinformation

- playing a leading role in the development of good governance and democracy

Disadvantages of Acting as a Single Entity

The most commonly mentioned disadvantages of acting alone were:

- unnecessary duplication of effort and resources,

- lack of competence to manage and access information to the expected standard,

- accessing "bits and pieces" of informa-

tion irrespective of the user's interest,

- hindering a fully-fledged and integrated development of the three professions,

- unorganized pooling of institutional contributions to nationwide development ignoring the synergetic basis for an informed society.

It is, of course, understood that the need to recognize institutional difference is, regardless of the above stated benefits of cooperation, undeniable. It is similarly emphasized that the adverse effects of attempting to merge the institutions on the ground of cost reduction would be very damaging. The research concluded that a thorough assessment of international trends would be necessary before reaching a final and hasty conclusion about "merging" or otherwise.

As mentioned earlier, historically, the set-up of archives, libraries and museum was as a single entity. Nevertheless, whether because of the malfunctioning effect of organizational structures or individual professional developments they evolved into separate institutions and this is true in most international contexts.

Conclusion

Overall, and drawing on all the information gathered, the following conclusion can be reached:

- Even if archives, libraries and museums are institutions which embraced similar approaches towards collecting and providing public access to the cultural information heritage, and preserving it to the next generation, there are distinctions in the mechanism they apply to collect, preserve and access their holdings; in the professional and technical duties they perform; and in the educational and training programs they provide.

- Cooperation is vital to effective implementation of institutional mission and objectives.

- With proper institutional cooperation, significant contribution to international or national professional development can be

achieved.

- Operational cooperation should not be viewed as, or mistaken for, institutional merger because it is expected that a wide range of duties and responsibilities need to be accomplished independently at organizational level.

- Finally, while there is no doubt that cooperation is to be applauded, the idea of actual institutional “merger”, justified only on the basis of cooperation or cost effectiveness, remains debatable for foreseeable future.

Archives et modernisation du secteur public en France : un exemple de collaboration féconde entre deux directions d'administration centrale

**Martine de Boisdeffre
et Gabriel Ramanantsoavina**

■ Martine de Boisdeffre est Directrice des Archives de France depuis 2001 et présidente de la Branche européenne de l'ICA, EURBICA. Ancienne élève de l'Ecole normale supérieure (ENS) et de l'Ecole nationale d'Administration (ENA), Conseiller d'Etat depuis 1998, elle a été Secrétaire général du Comité national d'éthique de 1985 à 1992, chargée de mission à la Mission interministérielle pour l'Europe centrale et orientale en 1990, et conseiller technique au cabinet d'Elisabeth Guigou, ministre chargée des Affaires européennes, de 1990 à 1993. Elle a été maître de conférences à l'Institut d'Etudes politiques de Paris de 1984 à 1988. Elle est devenue Secrétaire général adjoint du Conseil d'Etat en 1994, puis Secrétaire général en 1995. Elle est

présidente de l'institution nationale des Invalides depuis 2000.

■ Ingénieur diplômé de l'Ecole Centrale Paris, Gabriel Ramanantsoavina a travaillé dans des sociétés de service et d'entreprises utilisatrices de systèmes d'information et de décision avant de rejoindre le ministère français de l'Economie et des Finances en 2005. Il est actuellement chargé de mission à la Direction Générale de la Modernisation de l'Etat et y est responsable du pôle « standard de dématérialisation », au sein du service pour le développement de l'administration électronique. Il a notamment travaillé en coopération avec les services d'archives sur le cadre normatif français de conservation des documents numériques.

Le gouvernement français a lancé en 2004 un ambitieux programme de développement de l'administration électronique. Ces questions sont suivies par la Direction générale de modernisation de l'Etat (DGME) qui est rattachée au ministère du budget et de la réforme de l'Etat. L'un des projets identifiés par le plan d'actions de ce programme a été proposé par la Direction des archives de France (DAF) et il concerne l'archivage numérique. La DGME et la DAF mènent ensemble des actions de sensibilisation à la problématique de l'archivage électronique, élaborent en commun des référentiels et un standard d'échange de données, et ont également réalisé une plate forme d'archivage électronique. Les auteurs donnent deux exemples de la complémentarité de leurs démarches respectives : ainsi, pour le standard d'échange pour le transfert de données et l'audit sur l'archivage des ministères réalisé en 2007, la DAF a apporté son expertise archivistique et la DGME la méthodologie. L'action interministérielle de la DAF et sa visibilité ont été renforcées par cette collaboration qui apparaît désormais comme indispensable à la modernisation de l'Etat.

Le contexte

L'archivage numérique a été inscrit dans le plan stratégique de l'administration électronique par le comité interministériel de la Réforme de l'Etat du 2 février 2004¹ : en effet, « *l'administration électronique, pas plus que l'administration traditionnelle, ne peut être efficace si elle est amnésique. C'est pourtant le risque qu'elle court actuellement, tant en raison de l'absence de prise de conscience de la nécessité de l'archivage électronique que de la faiblesse des moyens et des procédures disponibles pour l'assurer* ».

On connaît en effet les enjeux et difficultés de l'archivage numérique : il n'est plus question d'une conservation passive, l'archivage numérique rend indispensable une stratégie de conservation active de tous les instants. Désormais le support et le contenu de l'information ne sont plus indissociables, ce qui entraîne des conséquences majeures. L'affichage d'une information numérique est en effet le résultat d'une harmonie entre systèmes logiciels, systèmes matériels, systèmes d'exploitation, périphériques qui sont tous soumis, à des rythmes différents et de plus en plus rapides, à un risque d'obsolescence. Archiver de manière pérenne une information numérique revient par conséquent à la rendre indépendante de son environnement d'origine, afin de pouvoir la restituer lorsque cela sera utile, dans l'environnement qui sera celui du temps de la restitution.

Une démarche d'archivage électronique implique par conséquent d'intervenir dès l'amont des projets informatiques afin de :

- pouvoir intégrer les problématiques de gestion de vie de l'information, de métadonnées suffisamment riches pour pouvoir retrouver tout au long de ce cycle de vie l'information, même lorsque celle-ci est sortie de son environnement de production ;
- porter une attention forte à la problématique des formats et à leur migration en cas de formats de production non pérennes ;

- permettre une conservation sécurisée par la surveillance des supports, la réplication des données sur des sites distincts, la vérification de l'intégrité des informations archivées grâce à des systèmes d'empreinte ;

- permettre une parfaite traçabilité des événements afférents au processus d'archivage, avec la tenue d'un journal des événements.

Toutefois, l'inscription en 2004 d'une action consacrée à l'archivage électronique n'est devenue réellement féconde qu'avec le recrutement au sein de la DGME d'un chargé de mission dans un premier temps² consacré à temps plein à la question de l'archivage.

L'administration électronique est actuellement portée par la direction générale de la modernisation de l'Etat (DGME), à vocation interministérielle, qui est rattachée au ministère du Budget, et de la Réforme de l'Etat. Sa mission s'organise autour de six grands thèmes : la simplification de l'administration, la qualité du service public, l'amélioration de l'efficacité de la gestion publique, l'adaptation des procédures et des structures, la dématérialisation des procédures et enfin l'optimisation de l'utilisation des systèmes d'information.

Quant à l'initiative fonctionnelle IF-08, elle est une des 20 initiatives portées actuellement par la DGME, qui sont réparties en six domaines³. L'initiative archivage électronique fait partie du « fonctionnel transverse » au même titre que l'identité numérique, l'accueil, la production et la gestion de contenu et l'information géographique. Ses objectifs sont, d'une part, de sensibiliser l'ensemble des acteurs à la question de l'archivage numérique (au-delà du réseau des archives, décideurs, autorités administratives, directions informatiques...), d'autre part, d'élaborer des référentiels et d'impulser la création de plates-formes d'archivage électronique. L'ensemble des actions et

² Depuis 2007, l'initiative fonctionnelle sur la gestion des contenus lui a été également confiée.

³ Services intégrés, fonctions soutien, construction des systèmes d'information, services sectoriels, fonctionnel transverse et infrastructures.

¹ Action ADELE 103 devenue depuis 2006, une initiative fonctionnelle IF-08

outils qu'elle met en œuvre sont publiés sur le site internet « Synergies : les ressources de l'administration électronique » de la DGME¹ : www.synergies-publiques.fr.

Les résultats de cette collaboration : un bilan riche à compléter et consolider

De nombreuses actions de sensibilisation ont été conduites en commun : depuis les matinées dites « ADELE » organisées par la DGME qui permettent d'attirer au-delà des archivistes (producteurs, informaticiens, secteur privé), jusqu'aux multiples interventions en commun devant le milieu professionnel des archivistes mais également des services administratifs et des informaticiens, devant les associations représentatives des collectivités territoriales, dans des salons et des séminaires relatifs à la dématérialisation et l'administration électronique. En novembre 2006, a été également mis en place un comité interministériel pour l'archivage électronique ; il se décline depuis novembre 2007, d'une façon plus opérationnelle dans un comité opérationnel qui s'adresse plus directement aux directions informatiques des ministères. Parallèlement des actions sont menées dans les différents secteurs où la dématérialisation des processus se met en place², visant à intégrer la problématique de l'archivage électronique.

Des référentiels ont été élaborés en commun : par exemple, une politique d'archivage sécurisé dans le secteur public, sous l'égide de la direction centrale de la sécurité des systèmes d'information (DCSSI)³, qui fixe les conditions minimales d'ordre juridique et technique, mais également fonctionnel et organisationnel, pour qu'une archive conserve sa valeur juridique tout au long de son cycle de vie et notamment détermine

les rôles et responsabilités des différents acteurs du processus.

De même a été publié en 2006 le standard d'échange de données pour l'archivage qui vise à permettre l'interopérabilité et, par conséquent, à faciliter les échanges entre des services producteurs et des services d'archives : il définit tant les messages échangés que le format d'export des données à archiver, soit une modélisation du bordereau de versement traditionnel et de la façon dont les métadonnées (le bordereau) et les données sont encapsulées dans une enveloppe XML au moment du transfert. A leur arrivée dans le service d'archives, les métadonnées sont intégrées dans la base de données descriptive des archives (qui permet de retrouver les archives de multiples producteurs de données) et les données sont écrites sur les espaces de stockage sécurisés.

Enfin, cette collaboration a abouti à l'actuelle réalisation d'une plate-forme d'archivage électronique (PIL@E) à tester aux Archives nationales, à Fontainebleau tandis qu'ont été impulsées des actions dans les collectivités territoriales⁴, le tout dans le contexte de l'émergence d'un marché de tiers-archivistes.

Les projets à venir concernent principalement la mise en œuvre de procédures d'homologation avec l'élaboration de cahiers des charges type pour des services et systèmes d'archivage électronique, ainsi que des réflexions sur les processus d'archivage et leur nécessaire évolution.

Une complémentarité évidente : deux exemples éclairants

Concernant l'élaboration du standard d'échange de données pour l'archivage, la direction des archives de France (DAF) a apporté l'idée et l'a impulsée : disposer d'un standard d'échange pour le transfert des données pour archivage est déterminant car cela permet à la fois d'intervenir sur l'amont,

1 Outre celles de la direction des Archives de France.

2 Marchés publics, textes réglementaires soumis au contrôle de légalité, transmission des pièces comptables, mise en place d'un ordonnateur national de paye, dispositifs sociaux dans les départements, dossiers judiciaires...

3 Les livrables ont été publiés en juillet 2006 : <http://www.ssi.gouv.fr/fr/confiance/archivage.html>.

4 Par exemple, la mise en œuvre d'une plate-forme pour les archives départementales des Yvelines.

wxc'est à dire sur les applications métier ou les plates-formes de télétransmission et rendre possible enfin la réversibilité entre systèmes d'information. La DAF apporte par ailleurs son savoir-faire archivistique, sur les instruments de recherche et sur les processus archives.

La DGME, quant à elle, a apporté la méthodologie: elle a ainsi permis de se dégager d'un projet qui restait « confidentiel », grâce à un appel à commentaires public sur son site qui touche les archivistes bien sûr, mais également les informaticiens, les éditeurs de logiciels, les tiers-archivistes et les établissements publics. Par ailleurs, elle a proposé et financé le recours à une assistance à maîtrise d'ouvrage avec l'utilisation de la méthode UML, ce qui a permis un renouvellement et approfondissement substantiel du projet, le rapprochement avec la normalisation internationale dans le domaine des échanges (UN-Cefact) et au final le portage actuel du standard à ce niveau international dans le cadre du groupe nouvellement créé sur l'administration.

Autre exemple: l'audit sur l'archivage dans les ministères qui a eu lieu en 2007¹. Cet audit était impulsé par un autre service de la DGME, en charge des audits de modernisation, qui, au départ, avait des a priori sur l'archivage et pensait notamment que l'archivage électronique était un des éléments déterminants pouvant permettre de développer l'administration électronique et aussi d'effectuer des économies substantielles.

Toutefois, la DGME a démontré son apport évident quant à la méthodologie de l'audit: équipe d'auditeurs coordonnée par une équipe de grande qualité, mise en œuvre des collaborations avec les archivistes et les inspecteurs dans les ministères², remise de nombreux livrables³, sanctionnant chaque étape et rendus suivant un planning rigou-

reux, exigeant et respecté. Elle a par ailleurs démontré des savoir-faire sur les études de coûts (sur l'archivage papier dans les ministères).

De son côté, la DAF a participé au comité de pilotage et systématiquement relu les différents livrables, en introduisant des corrections si nécessaire, et les auditeurs lui ont prêté une grande attention. Elle a ainsi permis une réorientation de l'audit: sur l'archivage papier (qui représente la très grande majorité des archives prises en compte) et l'intérêt d'évaluer prioritairement le coût de l'archivage papier durant la période intermédiaire, sur lequel on possède des indicateurs fiables; sur les processus archivistiques et leur respect; concernant l'archivage électronique, l'accent a été mis sur les principes du records management et les référentiels à prendre en compte, ainsi que sur les coûts afférents à la mise en œuvre de plateformes d'archivage électronique. L'intervention de la DAF a également permis la fixation d'un calendrier de mise en œuvre plus pragmatique et réaliste.

Au final, les préconisations de cet audit sont un véritable atout pour les archivistes: son plan d'action vient parfaitement en appui des actions de la DAF et lui donne une plus large visibilité. Les secrétaires généraux des ministères ont été davantage sensibilisés par les rencontres systématiques organisées pour présenter les résultats de l'audit. L'action interministérielle de la DAF a été renforcée notamment vis-à-vis des ministères des affaires étrangères et de la défense.

On l'aura compris, il s'agit d'une collaboration fondée sur une véritable complémentarité à tous égards fructueuse. Cette collaboration est indispensable car désormais avec les nouveaux enjeux de l'administration électronique, les archivistes doivent encore plus qu'auparavant travailler avec d'autres partenaires. Elle devrait permettre de faire advenir à terme une véritable interpénétration des métiers, entre archivistes et informaticiens, condition indispensable d'une politique réussie en matière d'archivage électronique.

1 http://www.audits.performance-publique.gouv.fr/bib_res/668.pdf.

2 Réunions, mise en place d'ateliers thématiques

3 En français «livrables» représente les documents etc. qui doivent être contractuellement livrés au client (les livrables sont en général listés et décrits dans le contrat). Ndlr.

Reforming Records Management in the Federal Environment: a Partnership between NARA and Federal Agencies (Powerpoint)

Howard Lowell

■ Howard P. Lowell is former Deputy Assistant Archivist for Records Services – Washington, and now serves in that Office with broad coordination responsibilities for Washington-area program operations of the National Archives and Records Administration as well as NARA's nationwide records management program. Prior to joining the NARA staff in October 2000, he served for more than a decade as Delaware State Archivist and Records Administrator and in the same capacity for the State of Oklahoma for eight years. He began his career with the Maine State

Archives in 1968. Lowell is a frequent seminar leader, and has lectured throughout the United States on records administration, strategic planning, records policy, and disaster preparedness. He holds an undergraduate degree in History from the University of Maine and a graduate degree in Library Science from Simmons College in Boston. He is a past president of National Association of Government Archives and Records Administrators and from 1997-2000 represented NAGARA as a Commissioner on the National Historical Publications and Records Commission.

The US National Archives and Records Administration (NARA) issued its 'Strategic Directions for Federal Records Management' in 2002 in response to the changing demands of managing records in the electronic environment and within the context of the requirements of the 2002 Electronic Government Act. To address these new challenges, and having identified the barriers to federal agencies managing their records effectively, NARA is working with the agencies in three specific areas: (1) advocacy and communication, (2) policy and guidance and (3) implementation and assurance. Within these areas NARA is (1) working to communicate the 'right message to the right people' and has introduced new training programmes aimed at different groups of RM stakeholders; (2) has revised or issued new guidance and regulations, especially for e-records management, in partnership with stakeholder groups and (3) through pilot projects, has developed new tools to help implementation and ensure accountability.

Records Management in Government: the Malaysian Experience

Sidek Jamil

■ Sidek bin Jamil started his career at the National Archives of Malaysia as an archivist in 1974. He served in almost all the divisions of the Archives, including Research, Publication, General Administration, Documentation and Training. In 2001 he became Director of Electronic Records and Information Technology; he was appointed Deputy Director General in 2006 and Director General in 2007. He retired the same year, but the government of Malaysia extended his service until October 2009. His professional roles include

Academic Advisor to the Faculty of Information Management, MARA University of Technology, International Advisory Board Member to the UAE National Centre for Documentation and Research, coordinator for programs of Kuala Lumpur Cultural Islamic City with the government of Morocco. At national level he sits on government committees including the Government IT and Internet Committee and the Electronic Records Committee. He is a Board Member of the States Museums and the National Arts

Since the National Archives Act of 2003, the National Archives of Malaysia (NAM) has been responsible for records management in the public sector. This has allowed NAM to extend its work with government agencies, particularly in the area of electronic recordkeeping which was previously in some disarray. The 2006 decision to mandate NAM to take the lead on electronic records management systems, and the success of the e-SPARK project associated with this, has resulted both in better records management and a higher profile for NAM itself. NAM's promulgation of standards and protocols, and the clear benefits of joint working between NAM and government agencies have increased Government support for its records management work. This in turn has also enabled NAM to improve its archival preservation work, particularly in the area of e-records.

Introduction

Records Management in Malaysia has been receiving greater attention across the public sector especially since the introduction of Electronic Government (EG) in 1996. This recognition further improved when the new National Archives Act was passed in 2003. This new Act mandated the National Archives (NAM) to be responsible for current records management in the public sector which was formerly under the jurisdiction of the Manpower Administration and Modernisation Planning Unit of the Prime Minister's Office. Findings from surveys conducted a few years ago, showed that a complete record life cycle management (from creation to disposal) is crucial and critical in the electronic environment. Furthermore technology obsolescence has emerged as an urgent issue to be addressed. The risk of losing information is higher in the EG system compared with the paper environment. Therefore Change and Risk Management Plans must be in place to ensure information remains accessible over time. More strategic partnerships and cooperation needs to be established with the new players in records management. This is essential in order to cut costs, increase productivity and effectiveness.

Current Records Management Scenario

During the last decade e-records management was slightly chaotic due to many factors. The responsibility for record management was unclear. IT managers went ahead designing systems without considering the records and archival requirements. Records management principles were either totally ignored or overlooked. Agencies were free to adopt or any workable system that suited their short term operational needs. This scenario is often termed the "wild frontier". In addition government departments generally regarded records management as trivial matter and it was often left to clerical staff. To date only a few departments

have the post of professional record manager in their administrative structure. Only after the 2003 National Archives Act, did the situation change considerably. Empowered by the Act, NAM decided to apply a proactive policy and to lead records management activities in the country. However resources were very limited. Therefore the most practical solution was to develop partnerships and to share recordkeeping responsibilities with the record-creating agencies. NAM believes that the shared responsibility approach will open more opportunities for better information management among the key players such as the policy makers, Chief Information Officers and IT Managers. Close cooperation between NAM and government agencies is considered highly desirable in order to facilitate early control and systematic archiving process in the agencies.

Record Management Turning Point

In 2004 a new leadership in the Ministry of Culture, Arts and Heritage, shaped a better future for records management. A cabinet paper requesting all government agencies to appoint professional record managers was approved. In late 2006 this Cabinet decision was followed by another important cabinet instruction whereby NAM was to prepare a roadmap for Electronic Records Management System (ERMS) implementation. Several discussions were held with MAMPU and finally the joint roadmap was tabled to the Chief Secretary to the Government (CSG) and Secretary Generals from 28 ministries on 20 August 2007. CSG agreed the roadmap and acknowledge that good record keeping has an important role in contributing towards good governance and effective use of ICT for efficient government service delivery systems. This was the first time records management was taken very seriously at the highest level and largest impact. NAM and MAMPU were urgently requested to deliver as soon as possible. This was the moment and opportunity NAM had always wanted.

Approach & Methodology

Prior to the e-SPARK project (discussed in more detail below), agencies took little notice of the importance of records management. NAM took advantage of the current wave of change brought about by the CSG. "Preservation" was the magic word and was given great emphasis when approaching creating agencies to get them involved in records management. Awareness programmes have been increased, customised and realigned with the agencies' relevant requirements to ensure their records are managed according to the standards and procedures developed by the NAM during the e-SPARK project phase I. A new High Level Business Process was developed for electronic record management. The adoption of this model requires a compatible administrative structure. The greatest challenge now is to develop the required skills and capacity in records management for the whole public sector. The enforcement of this new approach requires good support by the creating agencies.

Records Management and Public Sector Reforms

The introduction of Electronic Government (EG) was the real catalyst for reforms in the public sector in terms of records management. The idea of the paperless office is a serious one for NAM as custodian of public records and archives. EG Flagship Application systems were rapidly developed. High powered committees such as the Government IT and Internet Committee (GITIC) and EG Committee were established to govern and monitor progress and development of the application of the systems. Although NAM was not involved in the initial stage of EG implementation, it was able to convince the committees after pushing several ideas and presentations about the importance of record management, preservation and archiving. The new National Archives Act served as a useful legal instrument during discussions and

meetings. Some agencies were shocked to know that they were breaking the law unintentionally while many others are looking forward to working together with NAM, particularly in the areas of ERMS.

The National Archives & EG Challenges

The impact of the sudden interest in ERMS was to take NAM into the limelight. The National Archives has to be proactive, creative and innovative in getting the best solution for all. Articulating, promoting and harmonising conventional recordkeeping elements into ERMS seems to be vital. From an archival perspective EG can cause more harm than good in the long run if ERMS is neglected. Preventive and corrective measures must be in place. Therefore more seminars and workshops need to be organized to bridge the knowledge gap between ICT managers and record managers.

Upgrading knowledge workers as front line staff also needs immediate attention. Certainly there will be more consultation with creating agencies needing expert advice. As well NAM has to find the best platform for getting the attention and commitment of policy makers in implementing ERMS. Top down instruction seems to be the most appropriate way of getting things done in the Malaysian public sector. This is often done by issuing the right circulars and instructions to ensure compliance by the authorities concerned.

Standards for the transfer of records to NAM is another urgent issue in ERMS. NAM has to enforce certain acceptable standards in order to be able to receive archival records from multiple systems. Agencies acquiring new systems will have to comply with standards and specifications set by NAM. And the challenge does not stop when records are transferred: NAM needs to look at digital preservation issues which are very complex and dynamic. All these demanding issues must be addressed in a timely manner. Reacting to these issues (which are global ones), NAM initiated the e-SPARK project to

carry out an assessment and gap analysis in order to arrive at a strategic solution.

Records Management Initiatives: e-SPARK Project

e-SPARK (e-Strategy for Preservation of Government Records and Archives) is a special research project supported by the highest authority to promote good record-keeping throughout the public sector. Its implementation was carried out in two phases. The first phase concentrated on the preparation of working tools such as guidelines, procedures and system specifications. The second phase is dedicated to system development and system integration - ERMS (Electronic Records Management Systems) and AMS (Archival Management Systems). This project was outsourced to a local IT company and involved the participation of 30 pilot agencies and 10 experts from the International Records Management Trust (from the UK, USA, Canada, Netherlands and Australia).

Reports on the findings and deliverables from this research project were tabled in GITIC. Impressed with the recommendations, GITIC agreed to a standardized approach in records and information management as part of the effort in taming the wild frontier. The adoption of e-SPARK recommendations implies agencies are going share records management and preservation responsibilities. However NAM will continue to conduct periodical supervisions and inspections. This approach was well received by agencies and matched very well with current development in MAMPU and the EG's spirit of 'Smart Partnership'.

As far as NAM is concerned, the best outcome of e-SPARK project was the decision to allow agencies to appoint their own professional records managers. This is based on the cabinet decision made in December 2005. The process of appointing may take time but the long battle of getting recognition for professional record manager in agencies administrative structure is won.

Other RM Initiatives & Collaboration

URUS Project: To enhance its visibility and effectiveness, NAM, has embarked on a number of joint-venture projects with agencies such as URUS (Manage Records For Keeps). A team from NAM will visit departments and form a task forces to conduct appraisal and arrange selected records for transfer.

Global Forum on Records Management: NAM is an active player with RM organization such as IRMT. One of the most outstanding collaborations was organizing a Global Forum on Evidence Based Governance video conference involving prominent archivists and policy makers around the world. NAM was able to get the Chief Secretary to the Government and a number of heads of departments to participate and discuss issues relating importance of systematic record keeping for good governance. This global forum, initiated by IRMT and the World Bank, has a high profile and has had a long term impact on NAM. It provided an opportunity and ideal platform for participants to exchange views and ideas with colleagues from different parts of the world. It has improved general awareness in records management and raised the image of records managers in the country.

Tactic: Winning over the Political Masters

NAM is fortunate to have good support from the responsible Minister of Culture, Arts and Heritage. His passion for heritage preservation is overwhelming. He improved the budget allocation for NAM to move ahead with outstanding projects on records management, special research projects and acquisition of materials from overseas. He hopes to see NAM grow as an excellent National Research and Resource Centre with strong IT components. As a former lawyer he appreciates the value of records as evidence and he regarded archivists as "unsung heroes". With this pleasant

opinion, he has raised NAM higher both in the eyes of other political leaders and of the general public. He repeatedly stressed the importance of knowledge enhancement and of improving professional skills in order to meet future challenges in the best possible manner.

Meanwhile the establishment of ASWARA (National Arts, Culture and Heritage Academy) and encouraging records management and archival study to be offered there is one of his celebrated contributions. He also proposed that archivists should be better equipped with professional knowledge and go for further studies in local and overseas universities.

Risk and Change Management

To remain relevant NAM needs re-branding and paradigm shifting. A change from traditional paper-based office into a completely paperless office sounds unrealistic. The 'less paper' office sounds more reasonable. However changing mindsets is not an easy task but it needs to be done. The proactive policy in records management and preservation must be extensively promoted in the most persuasive manner. Good communication and negotiation skills are helpful in building up good partnership and networking with creating agencies. Sharing records management responsibilities will create better sense of ownership and accountability among agencies. NAM hopes to see agencies start giving their full commitment by positioning records management as priority area.

NAM's image as a custodian of archives is now largely transformed into that of information or content provider. Its human resource capacity needs to realign strategically and the organisational structure needs to be reviewed. Training has to be upgraded to provide the new skills and competencies required in IT environments. A good point of reference to start are e-SPARK's education guidelines.

Agencies' Role in Records Management

Chapter 4 of the National Archives Act is dedicated record management. Agencies are given copies of the Acts to use as reference in handling government records. e-SPARK has produced the Arkib Unified Model and High Level Business Process to show the RM process flows and relationships. This model proposed close collaboration between NAM and agencies. It is up to top level management in all agencies to turn the dream into reality.

In the traditional paper environment, NAM has worked hand-in-hand with MAMPU especially in providing records management training to creating agencies. This partnership has continued since late 1970's and will continue to flourish as it is beneficial to NAM in terms of support and influence. This relationship has to be further strengthened during ERMS implementation. The need to develop file classification schemes and retention schedule as pre-requisites for ERMS will generate a closer and healthier working atmosphere.

Conclusion

Government agencies have a new role in managing their records from the point of creation. NAM will receive and preserve the selected archival records in orderly manner. Compliance with the National Archives Act 2003 and e-SPARK standards and guidelines is mandatory. Implementing ERMS is the best start to gain long term benefits in the public sector. MAMPU and NAM have to join forces for better enforcement results. Capacity building also needs immediate attention. Poor records management by unqualified personnel at the point of records creation point may result in partial or total loss of information for transparency and good governance. The risk has to be managed early and change management plan should be given a priority. The best solution for these problems is cooperation between creating agencies and NAM throughout

records life cycle. This must be accompanied by appropriate, well-written policies and instructions. Finally it must be stressed that comprehensive RM programmes in agencies are very important in preserving documentary evidence future society.

The World Digital Library (Powerpoint)

John Van Oudenaren

■ John Van Oudenaren was appointed senior advisor for the World Digital Library initiative of the Library of Congress in December 2005. Previously he served as chief of the European Division at the Library and the director of the Library's Global Gateway digital library projects. Prior to joining the Library in 1996, he was a senior researcher at the RAND Corporation and director of RAND's European office in Delft, the Netherlands. He has served on the Policy Planning Staff of the U. S. Department of State and has been

a research associate at the International Institute for Strategic Studies in London. He received his Ph. D. in Political Science from the Massachusetts Institute of Technology and his A. B. in Germanic Languages and Literature from Princeton University. Dr. Van Oudenaren has published several books and numerous articles on European politics and international relations. He is an adjunct professor at the BMW Center for German and European Studies, School of Foreign Service, Georgetown University.

The World Digital Library (WDL) was proposed by Librarian of Congress James H. Billington in June 2005. The project aims to build upon the experience of the Library of Congress and other national libraries and cultural institutions to develop a repository of significant primary materials representing cultures from across the globe. It will focus on digitizing unique and rare material, including manuscripts, maps, rare books, musical scores, sound recordings, films, prints and photographs, architectural drawings, and other materials. It will make these materials accessible on-line, free-of-charge, through a multilingual interface. The presentation features a prototype of the WDL presented to the UNESCO General Conference in October 2007.

The European Digital Library: A Four Way Street

Perry Moree

■ Dr Perry Moree (1960) is currently Director of Finance and Corporate Services at the National Library of the Netherlands (KB) in The Hague. He graduated from Leiden University

as a maritime historian, specialising in the Dutch East India Company. He has always been a supporter of close cooperation between (national) libraries and archives.

The European Digital Library (EDL) is a European Commission Project led by the National Library of the Netherlands involving libraries, archives and museums. Its goal is to provide access to Europe's 'distributed cultural heritage' and it aims to provide access to 6,000,000 books, films, photographs, manuscripts, and other cultural works by 2010. Accessing the database will enable the researcher to conduct an integrated search across a huge range of institutions, though with the caveat that the depth and detail of information found may vary.

In 2006 the National Library of the Netherlands (KB) was asked by the European Commission to lead a project that would result in the creation of a European Digital Library (EDL), involving not only libraries, but also (audio visual) archives and museums. This is a very ambitious European project involving both archives and libraries.¹ It all began with a vision of a European Commissioner who stated that the complete digital heritage of European libraries, archives, audio-visual archives and museums should be made accessible to users everywhere:

"In the context of our i2010 - Digital Libraries initiative the European Commission envisages the creation of a European Digital Library: a unique resource to Europe's distributed cultural heritage, ensuring a common access to millions of great paintings, historical writings, ancient manuscripts, diaries of the famous and not so famous, personal photos, and important national documents from Europe's libraries, archives and museums"

So no longer separate library and archival projects, but a true collaboration. A collaboration of four very different sorts of institutions, but nevertheless collaboration. I like to call it a four way street.

One of the major principles of EDLnet will be 'Demand not supply'. For users it is not important whether the sources of knowledge and experience are kept by archives, libraries or museums. They want access to the sources they want, and to be able to use these sources across types of sources and institutional sectors. From personal experience, I remember when I was doing research in the 1990s for my PhD thesis on postal traffic between The Netherlands and Indonesia in the 17th and 18th centuries. Apart from the excellent UK National Archives most of my primary source material – which consisted

of Dutch East India Company archives and early printed books - was kept in the Dutch National Archive and in the Dutch National Library. Physically these two institutions are neighbours, but as the collections were not integrated I had to walk from one building to another five times each day. If there had been an EDLnet in those days it would have helped me a lot.

The purpose of EDL is to provide cross-domain access to Europe's cultural heritage. For this we have established the EDL Foundation which will:

- facilitate formal agreement across museums, archives, audio-visual archives and libraries on how to cooperate in the delivery and sustainability of a joint portal.
- facilitate the portal taking any content from the institutions of Europe if that content conforms to standards.
- provide a legal framework for use by the European Union for funding purposes.

From a financial point of view the last point is interesting, as the European Commission is in charge of distributing the funds: he who controls the spice conquers the universe!

The European Commission has very specific goals and an even tighter schedule:

- end of 2006: full collaboration among EU national libraries
- from 2007 collaboration to be expanded to archives and museums
- 2,000,000 books, motion pictures, photographs, manuscripts, and other cultural works accessible by 2008
- at least 6,000,000 works by 2010

But these are just numbers. I have been thinking about a way in which I can illustrate the future content of the European Digital Library. What can users of EDLnet actually see when they use the search facility of this website? As this presentation is taking place in Canada, the least I can do is show you a Canadian example. Let us look on EDL for a Canadian who is:

- well known throughout all of Europe

¹ EDL is led by Jill Cousins from the U.K. (jill.cousins@theeuropeanlibrary.org) with a pan-European project group based at the National Library of the Netherlands. Their website address is www.theeuropeanlibrary.org. Queries can be addressed to Jill Cousins or to the author, Perry Moree perry.moree@kb.nl

- born in Montreal
- fluent in both the English and French languages
- an actor
- an author of several books
- a director of at least one major motion picture
- a horse breeder
- a graduate from Starfleet Academy in the 24th Century...

I am of course referring to William Shatner, also known as James Tiberius Kirk, captain of the starship USS Enterprise of Star Trek.

William Alan Shatner was born in 1931 in Montreal. He earned a bachelor's degree in Commerce from McGill University in 1952. The Student Union Building at McGill was later renamed unofficially The Shatner Building in 1993. Trained as a Shakespearean actor Shatner actually replaced Christopher Plummer one night as Henry V. In the late 1960s he became world famous as Captain Kirk in the television series Star Trek. Between 1979 and 1994 he starred in seven Star Trek motion pictures, one of which he also wrote and directed. He has also written more than 20 novels. So here we have a famous actor, Canadian, who is very well known in Europe and forever in the hearts of all Science Fiction lovers.. Let's see what we can find about him on our four way street of the European Digital Library. Here are five examples:

- the site of a Dutch newspaper, the Eindhovens Dagblad. A wide selection of Dutch newspapers will eventually appear in digitized format on the site of the National Library of the Netherlands. We are harvesting the digital ones and digitizing the paper ones. The issue for 9 November 2007 has news about the forthcoming new Star Trek film, in which Shatner does not appear, much to the anger of his fans

- the superb integrated catalogue of the British Library includes the autobiography of William Shatner, entitled Get a life, from 1999.

- the Bibliotheque Nationale de France has several copies of books related to William Shatner including L'ultime frontière, the French version of Shatner's The Final Frontier

- the Dutch Film Museum in Amsterdam has a copy of his authorized biography from 1979, entitled Where no man has gone before.

- and finally, in Germany, at the Deutsche Nationalbibliothek, we find the unauthorized biography of William Shatner from 1997. And it says here: Die Serie – die Kollegen – Die ganze Wahrheit [The Series, the fellow actors, the full truth].

This just a very limited selection of what just a few European institutions have in their collections on this Canadian actor, and I haven't even started to talk about European heritage. It really is overwhelming, but it also shows something of the weaker side of this project. You've seen a lot of titles of books, but what about the content, the individual pages? Of course EDL can never show more than what these European libraries, archives and museums have to offer digitally. I do not think I'm exaggerating when I say that 95% of their collections is still not digitized. But they are working on it. And all of us are very enthusiastic about the EDL project.

Le Portail international archivistique francophone (PIAF) ou l'aboutissement d'un projet de coopération internationale

Gérard Ermisse et Papa Momar Diop

■ Gérard Ermisse, chargé de mission auprès de la Directrice des Archives de France, a été directeur du Centre historique des Archives nationales jusqu'en 2006, après avoir été, de 1996 à 2004, inspecteur général et chef de l'Inspection générale des Archives de France où il était chargé de coordonner la politique de coopération de la Direction. Depuis 1984, il a été Président de la section des associations professionnelles de l'ICA (SPA) puis membre élu du Bureau de la CITRA représentant l'Europe et l'Amérique du Nord. Il a proposé avec d'autres collègues la création d'un Portail archivistique francophone à dominante de formation. Ce projet lancé en 2000 se poursuit grâce à l'Association internationale des Archives francophones (AIAF)

dont il est devenu Président en 2006.

■ Papa Momar Diop est directeur des Archives du Sénégal depuis 2005. Diplômé de l'École de bibliothécaires, archivistes et documentalistes de l'Université (EBAD) de Dakar et titulaire d'un DEA d'histoire, il a une expérience de 34 ans de pratique archivistique à la Direction des Archives du Sénégal et dans divers ministères (archives nationales, commerce, éducation, université, présidence de la République). Papa Momar Diop est chargé du cours « Doctrine archivistique et histoire des archives » à l'ÉBAD. Il est membre du Comité consultatif international pour la Mémoire du Monde de l'UNESCO et directeur de publication du journal de la Branche régionale de l'ICA WARBICA.

Conçu en réponse aux initiatives de l'ICA en faveur de la seule communauté anglophone, le PIAF a aussi été développé pour combler les lacunes en matière de formation constatées dans tous les pays. Depuis son lancement en 2005, le Portail continue de se développer et le premier Volet composé de 14 modules de formation a été complété par un second Volet comprenant des outils documentaires. Papa Momar Diop explique les difficultés de la formation des archivistes en Afrique de l'Ouest francophone et les avantages d'un outil sur Internet. La coopération internationale a montré ses limites et le PIAF permet de contourner les obstacles économiques et administratifs qui entravent le renforcement des capacités des pays francophones. Il offre aussi la possibilité de mutualiser les connaissances archivistiques au sein de la communauté francophone. Papa Momar Diop milite enfin pour une mobilisation en faveur du PIAF des institutions des pays les plus avancés comme des autres.

La genèse du projet francophone et ses objectifs ¹

Le PIAF est une réponse aux initiatives prises dans les années 1990 par le Conseil international des Archives associé à l'International Records Management Trust pour créer et diffuser un produit de formation pour les archivistes anglophones intitulé : « Managing public sector records ».

Ces initiatives, fort louables en elles mêmes, laissaient sur le bord du chemin les autres communautés linguistiques, en particulier francophone et hispanophone, pourtant initialement comprises dans ce projet piloté par le CIA et financé à hauteur d'un million de dollars US par le PNUD.

Il fallait donc réagir car le besoin de formation n'était pas moindre dans les pays du Sud non-anglophones, dépourvus de structures de formation ou de moyens d'y accéder. Il n'était pas inexistant du reste, non plus, dans les pays du Nord, en particulier européens. Ainsi en France, malgré le nombre et la qualité des filières de formation initiale et continue existantes, de nombreuses lacunes demeurent en matière de formation, et nombre d'archivistes échappent à toute formation professionnelle. C'est vrai de personnes chargées d'exercer des tâches d'archivage hors de nos services mais aussi d'agents de nos propres services... sans parler de la demande de formation d'un vaste public que les questions d'archivage classique ou électronique intéressent.

Découvrant la chose lors de la CITRA de Stockholm en 1998, un groupe d'archivistes francophones, dont j'étais, décida de réagir au bénéfice des francophones « oubliés » par le CIA.

Notre premier et principal objectif était donc bien de combler cette lacune de formation tant initiale que continue, pour le large public que je viens de définir, auquel s'est ajouté ensuite le public des enseignants et étudiants en archivistique.

¹ Cette première partie correspond à l'exposé de Gérard Ermisse

Le recours aux nouvelles technologies de l'information et de la communication et à Internet

Comment allions nous faire ?

La première tentative de réponse qui nous fut suggérée par le CIA à l'époque était simple et banale : copiez le produit anglophone et traduisez-le en français. Tentative qui nous occupa entre 1998 et 2000 ; tentative vouée à l'échec naturellement. Je n'entre pas dans les détails de cette opération coûteuse de traduction de vingt brochures papier, de vidéo cassettes et d'un CD-ROM vite interrompue.

C'est alors que devant cette impasse, l'idée me vint en janvier 2000, lors d'une réunion convoquée par Joan Van Albada, d'opérer un saut qualitatif important.

Nous avions en effet, en 2000, la chance :

- que l'explosion des NTIC et d'Internet se produise,
- que les premières expériences d'enseignement à distance soient en cours en Belgique et en France,
- que l'une des universités en pointe dans ce domaine nouveau soit celle de Toulouse,
- et que cette université ait en son sein un département d'archivistique dynamique,
- et que ce département d'archivistique coopère avec l'Ecole de Bibliothécaires, archivistes et documentalistes (EBAD) à Dakar.

Donc l'idée de recourir à cette nouvelle technique d'enseignement par Internet se révéla séduisante et de fait séduisit mes collègues francophones. Restait la douloureuse question du budget !

J'ai ainsi le souvenir d'une réunion déprimante à souhait dans mon bureau avec mes collègues Moncef Fakh-Fakh et Jacques Grimard où nous alignions les milliers de francs sans en avoir le premier sou !

Alors la chance – une fois encore nous sourit – le fait que nous ayions choisi de baser notre projet sur les NTIC et Internet séduisit le responsable du programme de l'Agence

intergouvernementale de la Francophonie intitulé INTIF (Institut des nouvelles technologies francophones), lequel responsable était à la recherche de projets novateurs à financer. Grâce à lui, le projet trouva son mode de financement et put démarrer réellement en 2001.

Ainsi se termine le récit de la préhistoire du PIAF !

Les différentes étapes de la réalisation du projet

A partir de ce moment, nous avons vécu une sorte de rêve éveillé grâce à un budget qui s'est finalement élevé, entre 2001 et 2006, à 600 000 Euros.

Grâce à cette manne financière de l'INTIF et des pays donateurs nous avons pu :

- organiser le séminaire fondateur du projet à Tunis en février 2002 (conception globale du portail et des cours de formation),

- recruter et rémunérer une trentaine d'auteurs et responsables du projet,

- recruter et rémunérer des coordinateurs, des ingénieurs informaticiens (ou leurs institutions),

- rémunérer des sociétés privées en informatique,

- et gérer le projet sur la base d'une petite équipe de pilotage présidée par Moncef Fakh-fakh.

Après Tunis nous sommes entrés en phase d'écriture et de réalisation pendant deux années. Un prototype fut présenté au Congrès international de Vienne en août 2004, et le Portail fut inauguré en novembre 2005 à Tunis lors du Sommet mondial de la société de l'information. A cette date nous pûmes mettre en ligne le volet « Formation », soit les cours en ligne. Le volet « Documentation » n'a été mis en ligne qu'en juillet 2006.

Les principales caractéristiques du PIAF

Faute de temps dans le cadre de cet exposé, il n'est pas possible de présenter en détail le contenu du Portail que je vous invite donc à découvrir sur Internet à l'adresse www.piaf-archives.org.

Enjeux du jour et avenir du PIAF

La période d'investissement est maintenant terminée : la source financière est tarie... les bailleurs se sont retirés et cela est normal.

Nous sommes donc confrontés au lendemain de l'inauguration à un risque de désuétude, d'obsolescence, et donc d'abandon progressif d'un outil qui ne serait plus maintenu techniquement et dont le contenu « mort » ne serait pas mis à jour.

Cela serait d'autant plus stupide que le Portail marche ; les statistiques publiées sur le PIAF le prouvent : plus de 200 000 visites en deux ans et le rythme s'accélère.

Pour surmonter ce risque mortel, nous disposons actuellement de deux éléments :

- le premier est que l'appui des Archivistes nationaux des pays fondateurs nous assure un budget annuel de maintenance et de fonctionnement de 17 000 Euros. Certes il en faudrait 30 000 ! On espère donc de nouveaux donateurs !

- le second est que l'outil technique choisi (ZOPE-CPS) est formidable, car il permet un vrai travail coopératif pour faire vivre tous ensemble le Portail, faire évoluer son contenu, le diversifier en fonction des pratiques locales, le tenir à jour. Chacun peut ainsi devenir un « collaborateur » du PIAF et intervenir directement sur son contenu.

Ainsi du PIAF, nous pouvons faire un grand Forum d'échanges professionnels pour la communauté des archivistes francophones. Grâce à ce bon choix technique de départ, peut se constituer une communauté vivante autour de la langue française comme outil de communication et de culture. Tout cela dans un esprit d'ouverture et sans

exclusion des autres langues et cultures : ainsi pourrions nous envisager de faire profiter de notre expérience nos collègues hispanophones, s'ils le souhaitent, ce qui semble être le cas.

Il existe déjà bien des forums d'archivistes, mais, nous ne souhaitons pas suivre exactement le même modèle. Nous voulons un lieu d'échanges fortement structuré et de haute qualité professionnelle, ce qui suppose d'organiser et contrôler tous les apports. Il ne s'agit pas d'un forum de plus, mais d'un système original de données mises en commun, au bénéfice de professionnels de pays très divers...

C'est pourquoi nous travaillons à constituer un réseau de « partenaires officiels » : les directions nationales d'archives et associations nationales professionnelles qui l'acceptent désignent des « correspondants officiels du PIAF » en leur sein. Papa Momar Diop y reviendra.

En même temps le PIAF reste ouvert à tous les archivistes francophones individuels : chaque internaute peut s'abonner et s'inscrire comme « membre » du Portail. Ils sont quelques milliers à ce jour, visiteurs réguliers susceptibles d'adhérer. Nous venons donc de recruter une animatrice ou web-mestre du PIAF, chargée de gérer cette communauté et donc de garder le lien avec eux, de leur répondre, de les solliciter pour des contributions éclairées, de rédiger des Lettres d'information régulières, etc.

Spontanément, de nouveaux usages surgissent qui nous contraignent à innover et créer de nouveaux espaces : ainsi un de nos collègues universitaires vient de développer un espace pour tous les enseignants et étudiants qui utilisent les modules de cours dans un but pédagogique. C'est l'espace « E-formation » qui leur sera réservé pour travailler à partir des cours mis en ligne : les meilleurs travaux d'étudiants ainsi réalisés seront publiés et accessibles à tous.

D'autres usages verront le jour assurément.

Je suis convaincu que vu le succès de fréquentation d'une part, et la motivation

des responsables d'autre part, le Portail sera très vivant bien longtemps après que nous aurons nous même passé la main en 2008.

Conclusion

Comment le montrent les statistiques, le PIAF rencontre un certain succès qui contribuera à sa pérennité. Sans que cela soit absolument garanti, car demeure la question cruciale de son financement sur la longue durée : je n'y reviens pas.

Nous devons aussi conserver une équipe de Direction enthousiaste et assez nombreuse qui travaille par messagerie et Internet mais se retrouve assez régulièrement. Nous devons veiller au renouvellement de cette équipe dès 2008.

Il faut encore et surtout, cela est essentiel, diffuser et vulgariser l'outil là où il sera le plus utile : dans les pays et les zones les plus reculées, là où les archivistes travaillent dans l'isolement et la solitude. Si nous voulons réussir le « pari de Stockholm », et en faire un outil de développement de l'archivistique francophone dans toutes les régions du monde, nous devons fournir encore beaucoup d'efforts.

Le PIAF n'est pas né dans un désert : il vient en complément et en appui des systèmes de formation, initiale et continue, nationaux et internationaux existants : Papa Momar DIOP va y insister à juste titre pour l'Afrique.

La coopération internationale en matière de formation au sein de la communauté francophone : le Portail international archivistique francophone ¹

Introduction

L'archivistique et les techniques de préservation des archives connaissent,

¹ Cette seconde partie correspond à l'exposé de Papa Momar Diop.

depuis ces dernières décennies, un développement prodigieux, tel que les archivistes que nous sommes devons renouveler régulièrement nos connaissances professionnelles.

Pour ce faire, une coopération internationale a été établie pour aider les archivistes des pays les moins riches du Sud à accéder à une première formation ou à un renforcement des capacités. Mais avec les difficultés économiques aggravées par des phénomènes conjoncturels et/ou structurels, cette coopération connaît aujourd'hui de sérieuses limites obérant gravement les opportunités de formation des pays du Sud, notamment africains.

Heureusement, avec la poussée fulgurante des nouvelles technologies de l'information et de la communication, des approches de solution au problème de la formation sont initiées et des résultats commencent à se faire sentir. En l'occurrence, la communauté francophone a mis sur pied un outil de formation virtuelle : le Portail international archivistique francophone (PIAF).

Le développement rapide de l'archivistique et des techniques de préservation

De l'inventaire des trésors des chartes à la gestion électronique des données, du sceau de cire au code barre, de l'unanimité sur la conception purement historique des archives au records management, de la copie manuscrite à la numérisation des documents d'archives, l'archivistique et ses sciences auxiliaires ont connu en trois siècles une formidable évolution.

De nouveaux concepts ne cessent d'enrichir la doctrine archivistique et sa terminologie : les normes, l'accès à l'information scientifique et technique, la notion de document administratif, la préservation...

Concernant les aspects liés à la préservation, au fil des décennies, le microfilm, longtemps considéré comme le moyen le plus sûr, a révélé ses limites (le syndrome du vinaigre en milieu tropical, par exemple) qui en rendent plus onéreuse la conservation

que la fabrication. Sa conservation dans des conditions idoines de température et d'hygrométrie est très coûteuse et pose de sérieux problèmes pour des pays pauvres comme le Sénégal, qui a perdu des centaines de bobines. Heureusement, dans le cadre de la coopération France-Sénégal, les masters de l'ensemble des fonds microfilmés à Dakar sont très bien conservés au Centre national du microfilm et de la numérisation d'Espéran et les pertes subies par les Archives du Sénégal peuvent être récupérées.

Pour ce qui est de la restauration, les problèmes d'environnement et les menaces sur la couche d'ozone ont mis à nu les dangers que représentent certains gaz, tels que l'oxyde d'éthylène et le fréon 12, utilisés pour la fumigation et la désinfection des documents d'archives dans les autoclaves.

Même la diplomatie, comme le montrent les travaux du groupe de travail international InterPARES, dépasse le cadre strict des documents sur support papier, et étend son champ d'expertise jusqu'aux matériaux électroniques d'information.

De plus, de nouveaux peuples et pays, anciennement de tradition orale ou sans culture de gestion des archives au sens occidental du terme, ont fait leur apparition et ont quelque chose à proposer dans l'univers du donner et du recevoir archivistique. C'est le cas des anciennes colonies d'Afrique, notamment francophones de l'Ouest. Ces pays ont des archives issues de l'administration coloniale conservées dans des dépôts datant de 1913. Les documents les plus anciens ainsi conservés sont du XVII^e siècle, pour le cas de la plus vieille colonie française de la région: le Sénégal.

Or, l'histoire de ces peuples et pays est évidemment bien antérieure à l'arrivée des colonisateurs. De larges pans de cette histoire non véhiculés par les archives écrites, sont consignés dans la tradition orale dont sont dépositaires les institutions sociales africaines, incarnées par les griots et certaines catégories de personnes, qui se la transmettent de père en fils, de génération à génération. On dit bien qu'en Afrique, « un

vieillard qui meurt est une bibliothèque qui brûle ». Aujourd'hui, les historiens africains et africanistes ont le souci de compléter les sources écrites par cette tradition orale, que les services d'archives africains, comme celui du Sénégal depuis 2005, se font un devoir de collecter, analyser, inventorier, conserver et communiquer. Il se constitue ainsi de nouvelles archives impliquant une touche spécifique nouvelle dans nos pratiques professionnelles et nécessairement une nouvelle archivistique.

De ce point de vue, comme le disait le Professeur Robert Henri Bautier, le rôle de l'ICA et de la CITRA doit être, « tout en respectant les pratiques en usage dans chacun des pays, de dégager les lignes de force de la doctrine archivistique ¹ ».

Tous ces éléments ont créé une véritable révolution de l'archivistique en ce début du vingt-et-unième siècle. Cette révolution, accélérée ces dernières décennies par l'explosion des NTIC, remet en cause beaucoup de démarches et/ou systèmes professionnels et demande de l'archiviste toujours davantage de formation.

La formation dans le cadre de la coopération internationale et ses limites

Il existe deux types de formation en archivistique: la formation diplômante et les stages et séminaires internationaux. Dans le cadre de ces formations, un réseau de coopération, notamment entre la France et les pays africains francophones, s'est formé et a permis d'assurer la formation de nombre de collègues de cette région. En effet, par un système de bourses, la France et les pays concernés ont offert et offrent encore des bourses qui sont de nos jours, hélas, de plus en plus rares.

La formation diplômante

Ce type de formation est dispensé par des universités et écoles universitaires, délivrant

des diplômes professionnels. Les études dans ces établissements sont de plus ou moins longue durée, selon qu'ils forment des archivistes de niveau moyen ou supérieur, archivistes ou conservateurs d'archives pour l'exemple sénégalais. Il s'agit principalement, pour les archivistes francophones, des établissements suivants:

- *l'Ecole nationale des chartes de Paris*

Destinée aux collègues français, l'Ecole a cependant formé certains Africains, dont quatre Sénégalais. Le cycle de formation est assez long et est sanctionné par le diplôme d'archiviste paléographe, spécialiste en écritures anciennes. Evidemment, la qualité et l'érudition d'une telle formation ne répondent pas totalement aux réalités de nos pays où les documents les plus anciens datent précisément de 1672 et sont aisément lisibles par tous.

- *L'Université de Toulouse Le Mirail*

Le département archives et médiathèque de la Faculté des Lettres de Toulouse délivre à ses étudiants, dont des Africains, un DEUG ², une licence et une maîtrise IUP ³ en ingénierie documentaire, option archivistique.

- *l'Ecole de bibliothécaires, archivistes et documentalistes (EBAD) de l'Université Cheikh Anta Diop de Dakar.*

L'EBAD reçoit des bacheliers sénégalais et étrangers originaires d'Afrique francophone de l'Ouest, du Centre, de l'Est et de l'Océan Indien. Elle forme dans sa section Archives, créée en 1971 sous l'égide de l'UNESCO, des archivistes et conservateurs d'archives dans un premier et un second cycles de deux ans chacun. Depuis cette année, elle a opté pour la réforme LMD ⁴ et va délivrer une licence, un master et un doctorat en archivistique.

2 Le diplôme d'études universitaires générales sanctionnait le premier cycle des études universitaires générales, d'une durée de deux ans.

3 Un institut universitaire professionnalisé (IUP) est une composante d'une université française qui assure une formation à caractère technologique et professionnel

4 La réforme LMD (pour « Licence-Master-Doctorat ») désigne l'application au système français d'enseignement supérieur de la construction de l'Espace européen de l'enseignement supérieur.

1 UNESCO.- Techniques modernes d'administration des archives et de gestion des documents: recueil de textes.- Op. compilé par Peter Walne.- Paris: Unesco, 1985. - vi, 614 p. ; 30 cm. — (PGI-85/WS/32)

- L'Université de Haute Alsace de Mulhouse

Dans sa filière Archives, la Faculté des Lettres de l'Université de Haute Alsace délivre une licence professionnelle de gestion de l'information et du document. Certains archivistes sénégalais ont pu obtenir ce diplôme.

- L'Université de Laval au Québec

Le Département d'histoire de l'Université Laval forme des archivistes, dans un programme de certificat de premier cycle. Depuis 1988, Laval offre également un programme de maîtrise en histoire, option archivistique, pour la formation de professionnels seniors. Des collègues africains ont obtenu ces diplômes.

- L'Université du Québec à Montréal

L'Ecole de bibliothéconomie de l'Université offre une formation en archivistique dans le cadre de la maîtrise en bibliothéconomie et sciences de l'information avec spécialisation en archivistique.

Les stages de renforcement des capacités

Les stages les plus fréquentés par les archivistes africains francophones sont ceux organisés par la Direction des Archives de France : le stage technique international d'archives (STIA) et les stages « courants » de courte durée.

- Le STIA

Le STIA, initialement de six mois (trois pour la partie théorique à Paris et trois pour la partie pratique dans un service d'archives), est assurément le stage le plus renommé, qui a vu la participation de plusieurs générations d'archivistes africains francophones. Depuis quelques années, la durée du stage a été revue considérablement à la baisse et ne dépasse pas deux mois et demi. Ce stage est d'une grande importance pour certains pays. Par exemple au Sénégal, l'attestation délivrée au STIA est une condition statutaire obligatoire pour le passage d'un archiviste titulaire du diplôme du premier cycle de l'EBAD et d'une maîtrise d'histoire au grade

de conservateur d'archives¹. La non participation au stage pour cette catégorie d'archivistes constitue un préjudice sérieux.

- Stages de courte durée et séminaires internationaux

La Direction des Archives de France organise aussi des stages ou séminaires en partenariat avec l'Ecole nationale du patrimoine (école d'application professionnelle qui forme les futurs conservateurs du patrimoine, entre autres, dans la filière archives) et le Département des affaires internationales du Ministère de la Culture (stages « courants » de la Maison des cultures du monde sur les théories et pratiques archivistiques).

Ces stages « courants », alternant exposés théoriques et études de cas par des professionnels, offrent chaque fois en trois semaines à une vingtaine de professionnels francophones confirmés l'occasion de réfléchir à des problématiques d'actualité, telles que le rôle et l'utilisation des NTIC, de partager des expériences pratiques, de participer à un réseau international de collègues et de rencontrer des professionnels français.

La Direction des Archives de France organise également des stages individuels, des séminaires de formation et des cours d'archivistique à l'étranger.

Les limites de la coopération internationale

La coopération internationale en matière de formation au sein de la communauté francophone - tout au moins l'axe France Sénégal depuis 2005 - connaît aujourd'hui bien des difficultés. Le budget alloué au Service de coopération et d'action culturelle de l'Ambassade de France a subi une baisse telle que, depuis 2005, aucun archiviste sénégalais n'a obtenu de bourse pour participer au STIA. Les moyens budgétaires de la Direction des Archives du Sénégal ne permettent pas non plus de prendre en charge entièrement les candidats au STIA. Bon an mal an, la Direction

¹ Ce qui a été mon propre cas, à un moment où le second cycle de l'EBAD n'existait pas.

des Archives du Sénégal prend en charge les billets d'avion de ses candidats retenus aux stages « courants », après une sélection serrée.

Qu'en est-il des formations diplômantes plus longues, si les participations aux stages posent déjà problème ?

Moyens financiers limités, contenus d'enseignement parfois inadaptés à certaines réalités sur le terrain après la formation, programme allégé du STIA, ... que reste-t-il à faire ? Lors de la CITRA 2005 d'Abou Dhabi, nous, archivistes de la communauté francophone d'Afrique de l'Ouest, du Centre, de l'Est et d'Océan Indien, avons cru bon d'instituer un stage tournant qui serait le complément, voire la réplique du STIA. Pour la première édition de ce stage – prévu à Dakar – le ministère français des Affaires étrangères avait promis d'apporter un financement. Mais pour des raisons de restrictions budgétaires, le financement n'a pu être obtenu.

Devant tous ces problèmes, il s'impose de repenser la coopération internationale au sein de notre communauté linguistique et de lui donner un souffle nouveau.

Les NTIC et la formation à distance peuvent constituer un palliatif. Ainsi, dans certains pays comme le Sénégal, une nouvelle orientation a été donnée à la formation, notamment avec le recours aux NTIC pour l'enseignement à distance. Sur ce registre, nous pouvons donner en exemple le cas du programme FORCIR de l'EBAD qui dispense des cours en ligne sur sa plateforme conçue avec l'aide de la coopération française. Plusieurs agents de la Direction des Archives du Sénégal et d'Afrique francophone ont obtenu des diplômes supérieurs et des masters en archivistique, en profitant de cette opportunité.

Le PIAF comme approche de solution au problème de la formation

Comme le programme FORCIR de l'EBAD, le PIAF est une approche de solution au problème de la formation d'archivistes

dans le cadre de la communauté francophone, avec cette différence qu'avec le PIAF, la formation n'est pas diplômante.

Le PIAF, un outil de suppression des distances physiques

Vue d'Afrique, la création du PIAF est une initiative heureuse qui vient à son heure dans un contexte de mondialisation virtuelle, avec le développement du réseau Internet, mais aussi, et paradoxalement, de cloisonnement géographique entre pays riches et pays en développement. Il est difficile aujourd'hui pour un Africain d'obtenir une bourse ou un visa d'entrée en Europe ou en Amérique du Nord pour y entreprendre des études.

Le PIAF constitue ainsi un outil de suppression des distances physiques et de contournement des difficultés économiques et administratives entravant le renforcement des capacités des pays francophones du Sud.

Le PIAF, une possibilité de mutualisation de la connaissance archivistique

En plus de la suppression des distances physiques entre protagonistes de l'enseignement, la formation à travers le PIAF privilégie surtout la mutualisation des savoirs. Cette mutualisation, dans sa définition première, implique un rapport réciproque et simultané, et suppose un échange d'actions et de rétroactions, de sentiments, entre deux ou plusieurs personnes; elle comporte une obligation réciproque entre les parties. C'est pourquoi un réseau de 26 représentants d'institutions archivistiques de 19 pays a été constitué. Le réseau doit permettre à chacun de ces collègues de livrer sa propre expérience à l'aune de sa pratique professionnelle spécifique.

La mutualisation des savoirs proposée par le PIAF rompt en effet avec les schémas de l'enseignement traditionnel où la transmission des connaissances se fait à sens unique, les idées allant du formateur vers les apprenants. Cette mutualisation des connaissances est aujourd'hui grandement facilitée par l'hypertextualité et l'ubiquité de l'information sur Internet. On peut accéder

à une masse importante d'informations rien en cliquant sur un lien, tandis que plusieurs utilisateurs situés à différents endroits du globe, peuvent en temps réel consulter le même texte.

De ce point de vue, le réseau des représentants peut être élargi par la création dans le Portail d'un large forum interactif sur les enjeux, les problèmes et les perspectives de notre profession.

Cependant, pour faire face correctement aux défis qui l'interpellent et contribuer plus efficacement au décloisonnement des archivistes des pays en développement, le PIAF doit être doté de moyens accrus. Faut-il le rappeler, le PIAF est un espace de formation professionnelle à but non lucratif. Les moyens du PIAF ne doivent pas se limiter aux seuls subsides que lui allouent l'INTIF et de rares pays donateurs.

Toute la communauté archivistique internationale, notamment les institutions et services d'archives nationales et régionales des pays développés du Nord, doit apporter son soutien financier, tout comme la communauté internationale des bailleurs de fonds et les fondations de soutien à la promotion et à la protection du patrimoine culturel et historique mondial.

Mais, cela ne dispense pas de la participation, même modeste de nous autres institutions archivistiques francophones, principaux bénéficiaires du portail.

Conclusion

Nous savons bien que l'enseignement à distance ne suffira pas à résoudre le problème de la coopération en matière de formation au sein de la communauté francophone. Rien ne saurait remplacer le contact physique et la proximité que procure l'enseignement en « présentiel ». L'enseignement à distance pose aussi la difficile question des évaluations en ligne.

Mais, aujourd'hui, en Afrique de l'Ouest francophone, l'adoption de ce nouveau modèle pédagogique collaboratif constitue une première réponse apportée à des

enjeux d'ordre socio-économique. Grâce à la formation à distance, les pays francophones en général, et ceux de la sous-région Ouest africaine francophone en particulier, trouvent non seulement un formidable outil de renforcement des capacités des acteurs du développement mais aussi, et surtout, une alternative au manque d'infrastructures de formation et à la difficulté d'aller se faire former dans les pays du Nord.

The role of a 21st Century Archive (Powerpoint)

Natalie Ceeney

■ Natalie Ceeney has been Chief Executive of The National Archives of the United Kingdom since October 2005. Previously she was Director of Operations and Services at the British Library, where she managed all of the British Library's services, including both its famous reading rooms and its remote delivery services. She started her career in the National Health

Service (NHS) as a Management Trainee and had a variety of roles within the NHS, including managing medicine at Great Ormond Street Hospital. More recently Natalie worked as a Strategy Consultant for McKinsey and Company where she advised leading commercial companies on their strategies, ranging from sales, marketing and pricing strategy through to merger and acquisitions.

Natalie Ceeney shows why a move from being 'Keepers' of records to a more proactive role of managing government information is not only important, but essential. She gives her perspective on why the current record keeping paradigm is breaking down in a changing world of new technology, different government decision-making processes, and an environment where the distinction between a record and a key piece of information is increasingly blurred. She argues that failure to address this issue means that a National Archive may simply stop getting any records which matter, a completely untenable position for any archive. Instead, she gives a view on the sort of leadership role that a National Archive should play, which she illustrates through examples of what the United Kingdom National Archives is currently doing in this field.

The Paradigm Shift for Archives in the Information Society: from Keeper to Information Manager (Powerpoint)

Ross Gibbs

■ Ross Gibbs is currently Director-General of the National Archives of Australia, a position he has held since April 2003. Ross's career in archives began in the Australian Manuscripts Collection of the La Trobe Library in the State Library of Victoria in the early 1970's. From 1991 until early 2003 he was Keeper of Public Records and Director of Public Record Office Victoria. He has been a member of the Australian Society of Archivists

since 1991. Among his current involvements, Ross is the representative for Asia and Oceania on the International Conference of the Round Table on Archives (CITRA). He is also a member of the course committees at the School of Business Information Technology at RMIT University, the School of Computer and Information Science at Edith Cowen University and the Centre for Cultural Material Conservation at the University of Melbourne.

Changing technologies and work practices have highlighted the need for archivists to influence "front-end" records creation and management to ensure the right records are made and kept. To ensure good record-making, the front end engagement needs to be seen to support major business drivers. In the age of the information society and e-government, talking about maximising returns on investment in information assets is more likely to be received favourably than talking about good recordkeeping. Unless we start talking their language, key investment decisions affecting the recordkeeping capabilities of government will continue to be made in ignorance of good information management strategies and practices. This presentation describes approaches taken in Australian and the United Kingdom to position archival institutions as leaders in government information management - a paradigm shift that emphasises the importance of records as a vital and integral component of "joined up" government information management, interoperability, accountability and citizen-focused service delivery.

The Paradigm Shift for Archives in the Information Society: From Keeper to Information Manager

Viktoras Domarkas

■ Viktoras Domarkas has been employed in the National Archives Service since 1981. He has tertiary qualifications in history from the Vilnius University (Lithuania). He has worked as an archivist and researcher, and since October 1999 he has been Deputy Director General of the National Archives of Lithuania. Since 1996, he has been

actively involved in the activity of ICA as a member of the Coordinating Board for European Programme (1996-2000), EURBICA Executive Committee (2000-2004), and the Committee on Archival Legal Matters (2000-2004). He has published more than forty contributions to books and articles in Lithuania and internationally.

As elsewhere, Lithuania is having to respond to the changing paradigm shift for archives. Lithuanian archives have already responded to major change following the downfall of the totalitarian regime and the establishment of civil society in the 1990s. The transition to democracy also facilitated a change of approach for archives services which were responding to new demands: the increasing demand for evidence; a huge rise in visitor numbers; poor records management; and lack of a legislative framework. Common global developments such as the growth of IT and requirements of accountability also had an impact at national level. The Archives Act, predicated on the right of access to information and giving a strong mandate to the national archives service to contribute to national information management, was the key factor in the transition from 'keeper' of archives to information manager while the new customer focus has resulted in the need for a change in mentality in many existing staff. Change is often painful, but it is necessary and the benefits are clear.

Introduction

I suppose that everybody here in this room agrees that the paradigm shift for archives in contemporary society is a fact and indisputable fact. The next question is how archives should respond to changing environment. We represent different countries – large and small, developed and developing, wealthy and not so wealthy – and belong to different legal and administrative traditions. We all face challenges but our professional response to them will differ depending on local conditions, the legal and administrative frameworks and public demand. There is no 'right way' of doing things: all national archive services should find their own way of delivering their service to the nation.

The most important precondition for accomplishing our archival mission is to meet the demands of customers. When I was invited to speak at this session alongside colleagues from Australia and UK I started to think about what could be of interest to such a distinguished audience of leaders of the archival world. I decided to speak mostly not about technology or theoretical preconditions of the paradigm shift - although they are present - but to concentrate on aspects of what it really means to change the paradigm of a functioning archival institution. Natalie Ceeney (Chief Executive of the UK National Archives) and Ross Gibbs (Director-General, National Archives of Australia) argued why a move from being 'keepers' of records to a more proactive role in managing government information is essential. I am going to speak about what the paradigm shift really means as a process in a specific environment using Lithuania as a case study.

Starting point

The fall of Berlin Wall in 1989 and failure of the coup in Moscow in 1991 brought to an end the communist period and the age of totalitarian regimes in Europe. In Lithuania as in other countries of Central and Eastern Europe we had to find our way from the total-

itarian society, dominated by one party, to a civil society, driven by the market economy and regulated by law.

Archives were not omitted from the general process of building a civil society in the country. Indeed they were an important part of it. The establishment of a truly constitutional state instead of bureaucratic dirigisme of the totalitarian state restored the significance and value of documents without which lawful process is not possible. Many aspects of democratic transformation were based on documents held in the archives. The period of transition was a real challenge for the Archives. It is impossible to be ready in advance for such radical changes. We had to find ways of solving the emerging problems, of meeting new challenges.

The archival situation in Lithuania at the beginning of 1990's was similar to many other countries of the region. As a legacy of the Soviet era we inherited an established National Archives Service network, in very poor material condition, which lacked a legal framework (within a poor national economy). The image of the archives was that of an isolated, almost secret agency and there was no tradition of wide public interest in archives. Although there were quite skillful junior members of staff there were no professional connections other than with the Soviet Union.

***A carte blanche* for future development**

The re-establishment of an independent state in 1990 after the dissolution of Soviet Union provided us with a chance to decide on the future direction of the National Archives Service. Along with the challenges of the transition came opportunities. It is always easier to make radical moves at the beginning of the state-building process and to implement significant transformations in policy, strategy and methods, than it is in the stable legal frameworks and administrations with long traditions of the "old democracies". Tradition has both advantages and disadvantages when you need to move forward.

During the early years of the transition period we learned a major lesson which had a key impact on the development of archival activity in the country. We came to understand that any organization in contemporary society can only be successful if it meets the demands of its customers. After an analysis of internal and external factors affecting archives in our country we came to the conclusion that working within the traditional framework of the custody-oriented approach would not help us to meet the challenges we identified. A significant transformation of policy, strategy and methods was needed. And from our

starting point we also had to cope with the specific problems caused by the transition of the country from totalitarian regime to a democratic state. Our reasons for deciding to shift the paradigm fell into several categories:

1. Factors resulting from the transition of the country

(a) Increased demand for evidence

There has been a huge increase of demand for evidence in order to prove civil, social and property rights. Since 1940 Lithuania has suffered two Soviet and one Nazi occupation. For almost 60 years human rights and the property rights of the inhabitants were violated or ignored. Along with building an independent state, the restitution of civil, property and other universal human rights were considered to be of high importance. Archival documents became key evidence in the process of rehabilitation of victims of these occupations and in the restitution of private property rights. These two processes affected the whole population. A few statistics will clearly illustrate changes in the demands on archives services. In 1985 the National Archives Service issued 5, 895 certificates, based on its holdings and met 100% of requests. In 1990, at the beginning of the process of rehabilitation of civil rights, we received 39, 877 requests (more than a six-fold increase over 1985). In 1993, when restitution of private property started, we

received 376,280 requests – almost a 64-fold increase over 1985!

(b) Rise of number of non-professional visitors

The turning points in the development of a state are generally marked by increasing interest in the history of the nation and its cultural heritage. Almost every year since 1986 there has been a steady growth in the number of visitors in the Archives. During the last 20 years the number of visitors in the reading rooms of Archives has risen almost six-fold (almost a five-fold increase between 1990-2001 alone) and the research subjects and the audience have changed considerably. Today professional researchers are a minority of our visitors. This growth resulted not only from the efforts of archivists to remove obstacles to access to documents but also because of the changing public attitude.

(c) Weak administrative abilities

In the first few years of independence we found ourselves in a paradoxical situation: the value of records was recognised by the general public but neglected by civil servants who were supposed to be the main creators of documents. Additional problems were caused by significant changes of personnel within the public administration and miscomprehension of what democratic rule means, confusing it with anarchy. Many Soviet bureaucrats were replaced on the wave of democratization; this, as usually happens, had an unexpected impact. On the one hand, new people were necessary to democratize public administration and they had new ideas. But very often these new people in state institutions lacked experience of administrative activity and processes and were ignorant of the importance of procedures and documents.

(d) Lack of a clearly established and complete legal framework.

This is absolutely natural – the creation of a legal framework takes time. In terms of those activities with which most national archives services are concerned, the absence of archival legislation and the lack of a

legal framework for public administration, freedom of information and other related fields were real obstacles to preventing Lithuanian archives carrying out their everyday activities.

2. The implications of global development

When planning the development of our National Archives Service we took into account not only the present situation and current needs, but also tried to consider the future. Here I have to express my compliments to the ICA and colleagues from Western countries who helped us to overcome professional isolation and kindly shared their experience, provided intellectual and informational support, scholarships, and possibilities for participating in on-site training, conferences and seminars. We found that the world of archives is diverse, depending on varied history, legal and administrative traditions. The information and experience gained through the support of colleagues from the developed democratic states enabled us better to understand those goals we have to aim for and to define methods and approaches in how to reach them. By analysing the experience of colleagues abroad we tried to sum up the trends in global development which might have an impact on archives and on the worldwide development of archival science. I would like to highlight four essential factors which we took into account:

(a) ICT affects the way documents are created, stored and accessed

It is evident that implementation of ICT in administration has decisively affected the way documents are created, stored and accessed. The boundaries between documents and other information supporting administrative or, in a wider sense, corporate, activity are becoming blurred. The enormous growth of information in different formats produced by rapidly changing creating bodies presents a serious challenge.

(b) Political development: towards transparency and accountability

The political development of the past decades has brought new mechanisms and new expressions into use to complement the classic understanding and values of liberal democracy. The most important impact on archives services came from the concept of the transparency and accountability of governments.

(c) Evolution of public administration: towards quality of service and efficiency

Under the impact of the political developments of the last two decades, public administration has undergone a considerable transformation. Paradigms of "good government", "new public management", "reinventing government" etc. meant a radical change in the parameters and concepts of public administration, its organizational values and its ways of working. Institutions have been moving towards completely electronic administration while the quality, transparency of decision-making and accountability, effectiveness and efficiency have become core values of public administration. Without the good and efficient management of recorded information within administrations these values are not realizable: well-established records management underpins good administrative procedures and the accessibility of documents.

The funding principles of public agencies have changed too. Rather than receiving funding just because they exist and for what they want to do, agencies must demonstrate the benefits they can deliver to society in return for the taxpayers' money.

(d) Professional development

Globalization, the growing use of ICT, changes in public policy, legislation, businesses and public administration have all had an impact on professional standards and archival science. Archival science is undergoing reconceptualization. The change of public awareness of archives and the increase in the volume, variety and complexity of documents provided the conditions for

the shift of archival theory from the passive – a focus on proper standards for storage, use and restoration, - to access to documents and communication of our holdings to the general public. The shift aspects has had an important impact on all archival thinking resulting in the development of new records management and descriptive standards, and in appraisal theories which oblige the archivist to look beyond the record themselves to their contextual history, to analyze not the properties and characteristics of individual documents or series of records but the functions, processes, and transactions which cause those documents to be created

Advancing into transition

Legislation

We have started 'reinventing' Archives in our country by setting a legal framework. I believe that the legal framework has a decisive impact on the role and influence of the National Archives Service within the public administration of the country and on its ability to fulfill the 'archival mission'. The establishment of a framework was also the essential precondition for our transition from the paradigm of keeper to that of information manager. After studying the international experience it became clear that there could be no wholesale transfer of a foreign system of archiving into the Lithuanian one. This simply will not work because of differences in the legal framework and administrative practices. It is most important to adapt the principles to the local situation. As archivists we were very active in drafting archival and related legislation. Three Archives Acts have been drafted by us since 1989 (the second in 1994, the third in 2004) and we took the lead on all of them from the first draft via all the stages in ministries, government and Parliament up to their promulgation.

Our archival legislation is built on three cornerstones:

(a) Access is a right, not a privilege

The first cornerstone was the understanding that in the new environment there is

the principle of free access to public sector information. Accordingly in our archival legislation there is no delay period for access to documents unless they are classified, contain personal data or are subject to other statutory restrictions regardless where they are kept (in the creating agency or already in the National Archives Service). A person should not be obliged to give reasons for having access to documents.

(b) Lifecycle approach

The second cornerstone was that the National Archives should not be regarded just as a repository of so called "non current" documents and as an information provider, but that it should also be a partner of the rest of the public administration, by setting regulations and standards, providing advice and inspection to allow the latter to be transparent and accountable, by managing, storing, retrieving their documents and providing related public services in an efficient way. This perception led to the idea that the lifecycle approach in the field of document management should be embedded in the legislation.

(c) Strong mandate of NAS

When drafting national archival legislation we considered that the mandate of the National Archives Service is of particular importance. This was the third cornerstone. The Law on Documents and Archives provides the Lithuanian Archives Department with a broad and strong mandate. The Department is the highest authority in the field of document management in the country. It is placed directly under the jurisdiction of the Government along with central departments and agencies and this enables the Director General to intervene directly with the heads of other departments and agencies and to participate in the ongoing programs and decision- making of the Government. The Law provides the Archives Department with the right to participate in the formation and implementation of State policy and strategy, to issue binding regulations, to co-ordinate legislation in the field of document management, drafted by other state institutions, and

to establish and administer State and County Archives. No public sector institution at national or municipal level is excluded from the jurisdiction of National Archives System as regards document management issues. All public sector institutions must obey the regulations for records management, appraisal, and preservation of documents issued by Lithuanian Archives Department. The Archives Department, state and county archives have the right of inspection of how public institutions apply those regulations and to issue compulsory practice notices where necessary.

The drafting of the Archives Act was not just in response to a general wish of archivists to have one. We assumed that by embedding the archival paradigm shift within the framework of the new archival legislation we would be able to satisfy the needs of our potential customers better. We identified three main groups of stakeholders for our services:

1. General public (users).
2. Politicians and senior decision makers in public administration.
3. Archival colleagues

Through the legislation we offered the general public a shift from the concept of access to information as a privilege to the concept of access to information as a right. To the second group – politicians and senior decision makers - we offered the idea of archives as a supporter and adviser on the subject of effective documents and information management throughout the lifecycle, as tools for transparency and accountability, as guarantees of state responsibility and as custodians of evidence to guarantee human rights. And last but not least, to archivists we offered a tool to accomplish their archival mission – the broad and strong mandate of the National Archives Service.

Chris Hurley has identified three generations of archival legislation in Australia. I think his classification is applicable to the wider context. The first generation of legislation relates to the establishment of an archives authority seen as a passive

recipient of documents deemed of permanent 'archival' value once a government has finished with them. The second generation of Acts introduces archival authority into the government agencies. In this case, much of the success of implementing the legislation depends on proactive activity of an archival institution. They usually give the archival institution the right of standard-setting, inspection, and advising on recordkeeping tasks. Third generation Acts may take a further step and separate outcomes from implementation strategies. Under these statutes, recordkeeping rules will be established which apply regardless of the age, appraisal status or location of documents (post-custodial approach). If we consider Lithuanian archival legislation in light of Hurley's classification scheme, I consider that our 2005 Law on Documents and Archives falls between second and third generations. We are entitled to establish recordkeeping rules regardless of appraisal status or location of documents, but have not moved to the 'distributed custody' concept.

Implementation strategy

The shift of archival paradigm from custody to access, the existence of a strong mandate and the introduction of lifecycle approach all required a parallel shift in strategy in terms of the early involvement of archivists with agencies' information management. The knowledge, practices and capabilities of archivists which were appropriate within the static custodial environment are not sufficient within the information management paradigm because the duties are much more complex, often requiring a multidisciplinary approach and understanding of communities and their needs.

(a) Proactivity and cooperation

We adopted a proactive strategy towards the rest of the public administration, which could be implemented only by working in partnership with stakeholders who required new skills and capacity of archivists. Although archivists from the

National Archives Service worked with the archivists in the agencies for a long period, the approach did not have satisfactory results, for two reasons:

1. archivists of the agency were not in a position to have influence on the decision-making process within the agency;

2. often they did not have sufficient skills and knowledge.

It became clear that without high level involvement in information management decision-making in agencies it is impossible to set appropriate information management policies and find adequate solutions to today's challenges in ensuring that information is handled effectively, efficiently and securely throughout the whole lifecycle.

We asked our archivists to establish a real partnership with the senior management of each public agency, explaining to them: the importance of information as an essential corporate resource supporting decision making process and guaranteeing accountability; the benefits of a well established records management program; and the role of archivists as represent of organization representing knowledge and best practice in that respect. The other step was the commencement of large training programs for archivists and records managers, working in the agencies. After a while our efforts led to an improvement of document management in the agencies where we succeeding in establishing good partnership relations and convincing decision-makers that proper and efficient management of information is critical for achieving their corporate goals and objectives.

As far as cooperation with public administration is concerned I would like to draw your attention to one further benefit. It is very important that archivists are involved not only with the establishment of records management programs but should also to monitor legislative and decision-making activity at the national level as well as at institutional level, in order to have influence legislators and decision-makers when legal acts or decisions relating to archival matters

are being considered or drafted. If archivists are not proactive, negative consequences for archives will be unavoidable, because nobody, except us, cares about documents and knows the subject. After a Law or regulation is passed, it takes much more effort to convince legislators or decision makers to amend it. Even if you were successful in convincing them, the amendment takes a long time because you have to follow formal procedures.

Thus, according to Government procedure, any draft of an act concerning information management may not be presented for Cabinet consideration without the consent of the Archives Department. Each year the Archives Department receives for its consideration approximately 100 drafts of Laws, bylaws and regulations at national level for evaluation issues. These acts can be drafted by ministries or departments, ranging from the field of fisheries to that of science and technology. This does not mean that we teach other departments how to catch fish; our business is to ensure that information generated in a certain field of activity will be managed properly.

(b) Customer orientation

One of our main tasks was to make the Archives really public and to gain confidence of society at large, to reorient and enhance the Archives' activities and services. In fact, given that the new legislation embodied the principle of free access and also because of the growing demand for services determined by the process of restitution of fundamental human rights, there was no other choice than to adopt a customer-oriented approach and do our best to meet the growing demand of society. In order to meet demands we had to carry out internal re-engineering, to strengthen both front desk and back office operations. With regard to users we modernised reference and enquiry services, offered more seats and services in the reading rooms and have started large microfilming and digitizing projects in order to offer online access, primarily to family history documents.

This customer or stakeholder-orientation is also important working with the public administration. For example, while I usually stress the importance of a legal instrument for accomplishment of an “archival mission”, its existence is not enough alone to ensure compliance and I distinguish two preconditions for success in implementation of legal requirements:

1. By the drafting stage of legislation you should not only be seeking to identify archival interests, but also to think about benefits for creating agencies, and ease of implementation.

2. Guidance on compliance with legal requirements should be followed by extensive persuasion and explanation in order to convince the creating agencies of the benefits of well established information management programs. These include the benefits of facilitating business processes, of identifying documents as information assets, closely tied in to the accomplishment of organizational mission and goals, and of reducing the risks associated with the loss of information. As document management experts, archivists must be able to deliver these messages.

The regulations devised by the Archives Department with most impact on the rest of public administration are ‘Rules on the Management of Documents’ and ‘Rules on the Management of Electronic Documents Management’ which are complementary. We do understand that the management of documents is not the main goal of the agencies. It is only a tool for the implementation of their mission, defined in statutory legal acts. Thus in order to be successful archivists must be aware of the agency’s regulatory environment, its goals, methods, operational procedures and routines, its cross-departmental links in order to understand the way documents are created, maintained, used and disposed.

This demand- oriented approach towards our users and a proactive, cooperative strategy towards creating agencies, with a focus on achieving value for the

stakeholder, brought increased visibility of the National Archives Service among both stakeholder groups – users and decision makers. But meeting increasing demand is also a challenge – you need resources.

(c) Marketing of emerging demands

Of course, resources are always a challenge everywhere. In seeking resources we have learned that society at large is very diverse and, consequently, the needs of our customers are different. You cannot sell one brand for all. Moreover, the demands of each group of customers are constantly changing over time. That raises another important issue. In order to meet customers’ expectations, the marketing of current and even possible future needs is very important. It is essential to be ready as far as possible to offer what is later requested; you have to do your homework in advance to be prepared to meet emerging demands.

In the case of the National Archive Service ‘selling’ archives just as “a memory institution” does not provide for its development: you could survive, but nothing more. For sustainable development you need extra. First we ‘sold’ to the Government certification of human rights; then the arrangement, description and microfilming of the KGB archives and when that was finished, we started to ‘sell’ digitization as a precondition for online access to family history documents. Now we are in the process of selling e-Government and long- term preservation of born-electronic documents to the Government and to EU structural funds

Outcomes of the paradigm shift:

Is it worthwhile or not to jump into this river of paradigm shift? My answer is “yes”. The impact of the shift on the National Archives Service and on its ability to implement an “archival mission” has been very positive. It is not simple, it is challenging but brings benefits. We met new challenges every day. The shift we made affected not only archivists but also our stakeholders.

Challenges

(a) Increased demand for multidisciplinary

The shift of the archival paradigm from custody to access, the introduction of the records management lifecycle approach and the adoption of proactive partnership working with stakeholders required from our staff completely new ways of thinking. The place of the National Archives Service in the mainstream of administration required us to think bigger and act faster and made archivists' duties much more complex. Traditional skills were very important but not sufficient in the new environment. In order to meet ever-changing demands, life long learning is essential. Archivists, besides a knowledge of contemporary archival science, must be aware of ever-changing legal issues relating to documents and possess the capacity to understand and interpret them. This relates not only to national archival legislation. Legislation and regulations governing public access, evidential requirements and public administration, copyright and the preservation of the cultural heritage are closely related to the management of records. There may also be organisational or sector-specific legislation which has a considerable impact on certain document-creating agencies. The archivist must also have a knowledge of public administration and management principles and the ability to use modern technologies and to understand their strategic implications (although this does not entail changing the archivist into an ICT specialist). I am convinced that the old concept of a "historian-archivists" hardly suits in a new environment.

(b) Change of mentality of archivists

The biggest challenge and a key to the success of all transition processes was a change in archivists' mentality. To overcome the mentality or isolation, communication inside the organization is of crucial importance. The main responsibility in this field lies with senior management who have to deliver their message to the rest of the

staff and convince them of the necessity of becoming outward-looking, of changing attitudes and methods. This process of re-inventing archival professional identity was very hard and required special attention and effort from the senior management team. Traditionally archivists in Lithuania worked in their secluded world, within the archives building and with very little contact with the real processes going on in society. They were custodial and research-oriented, knew their holdings very well and were unconcerned with legal requirements and the needs of society. The creating agencies were treated as suppliers of the raw material, specially produced for Archives and the material was supposed to be delivered in the form required by archivists without taking into account the administrative and management origins of records.

Today, as well as broad knowledge, good communication skills are essential. Success is impossible without cooperation within the organization and with external partners. It is very important to build bridges with senior decision makers, lawyers and IT specialists. The 'modern' archivist must enjoy problem-solving, be imaginative and innovative, and most importantly, understand the needs of the communities he is working with. I have to admit that many colleagues were not very happy about the new requirements. We had to listen to many arguments: that they had worked in one way for 20 years or more and it was O.K; that they didn't care what the legal framework for an administrative activity was (considering archival rules to be above legislation); that how could they bring medieval documents to the reading room to someone off the street without an academic degree? We had to be patient and insistent, to do a lot of explaining about the different requirements in a totalitarian regime and in a democratic state, about changing demands of society, new legal frameworks, the challenges posed by ICT and the building of the knowledge society, the shift in the principles of funding from an institutional to a result-oriented approach. This educational activity is still underway. Archivists, like any

other professional community must adapt to a new circumstances every day.

(c) Change is painful

Change is always painful. All organizations depend on people, and people traditionally hate changes and resist them. However, in today's competitive environment any organization is only going to survive and be successful if it is able to meet the demands of society and be ready for change. In implementing the paradigm shift we met resistance from different sides, sometimes quite unpredictably. For example, what could sound better in a democratic society than the principle of free access to documents for everyone? Yet we were accused by archival colleagues as well as by the academic research community of intending to whittle away the national heritage. During their careers archivists and academic researchers were used to feeling themselves to be an elite group with privileges to study archival holdings. A non-traditional user in a reading room appeared suspicious to archivists and historians and was treated as a potential spoiler of documents.

The legal shift from the principle of access as a privilege to the principle of access as a right led to a significant increase in the number of nonprofessional visitors and consequently to the disappearance of exclusivity for academic researchers. It led also to an increased workload for archivists e.g. the need to instruct novices in the reading rooms, and to develop more finding aids to previously very little used fonds.

The implementation of the lifecycle approach and the appearance of archivists at the decision-making level from the very beginning was also met with suspicion by agencies and resistance from archivists who did not feel comfortable until both sides recognized the benefits of joint effort.

Benefits

(a) Increased visibility and recognition of Archives

During the totalitarian regime the Archives was treated by the general public as a repository for the storage of the cultural heritage where only a few favoured scholars, loyal to the regime, could get access to documents and where nobody except them knew where Archives were located. In recent years the Archives have been discovered by both society at large and decision-makers and have become a very well known institution. The link between Archives and universal human rights which is not always visible in democratic states becomes especially obvious in a period of transformation. The efforts of Archives to meet the demands of citizens, especially in the field of the restitution of human rights, resulted in the acknowledgement of the Archives; it made them visible and led to the increased societal prestige of the Archives Service with both general public and decision makers. This recognition had a very positive impact. Decision-makers clearly understood that Archives are important and that they need resources in order to meet society's demands.

(b) The real possibility of influencing information management issues at national and institutional levels

Efforts to respond to demands of stakeholders along with the strong mandate of the National Archives Service and our competent staff has allowed us to show key decision makers that information management matters and that we are important players in this area. The huge growth of information in many formats, along with the increased demand for transparency, accountability and efficiency of governmental agencies embedded in contemporary legislation brought decision-makers new challenges and they had to look for solutions. Initial reservation about the appearance of archivists at a decision-making level and their intrusion into the traditional domain

of the agency because of our efforts to solve their problems (rather than our own problems) led to a recognition of the value of cooperation between Archives and the rest of public administration.

manager paradigm than it is in the in keepers paradigm but it is rewarding when you see things happen. I myself, at least, do not see any alternative success route for the archival mission.

Conclusion: the paradigm shift is not a one-off...

My personal experience of the transition of archives from custodial paradigm to information management paradigm clearly demonstrates that in practice the shift is not a one-off event but a long and challenging process which requires dedication and hard work primarily from the senior management team. Unfortunately after 18 years of transition of the National Archives Service I cannot report to you that our transition period is completed and I believe I will never be able to say it is finished. If you define your goal as meeting the demands of society, the goal becomes a moving target.

... it facilitates accomplishment of an "Archival mission"

In today's dynamic and competitive environment archivists, if they don't want to find themselves marginalized, have to constantly capture all the emerging issues relevant to archives, because nobody is going to wait for us. If we will be not there at the right time, there will be somebody else. Archivists with their expertise and potential offers must be visible and known to stakeholders with an established reputation. Each new day presents new challenges and we have to learn new lessons. In today's competitive environment any organization is going to survive and be successful only if it is able to meet the demands of society and be ready for change. Archivists, like other professional communities must adapt to a new circumstances, shift their attitudes and habits, and enhance their skills and knowledge in order to accomplish their mission and to be effective. It is really harder to work in the framework of the information

Return on Investment versus Global Solidarity: Complementary or Contradictory?

Helena Leonce

■ Helena Leonce is the Government Archivist at the National Archives of Trinidad and Tobago. She has extensive experience and training in Archives Administration, Records and Information Management and Library Science. Mrs. Leonce holds a Masters Degree in Information Studies, Archives and Records Management, from the University of Toronto, Canada and a Master of Science Degree in Information and Library Science from Pratt Institute, New York. She also holds a Bachelor of Arts Degree in History and Sociology from the University of the West Indies, St. Augustine, Trinidad. Mrs. Leonce is a member of several

other professional organizations including, the Society of American Archivists (SAA), the American Records Management Association (ARMA), and the Association of Caribbean University, Research and Institutional Libraries (ACURIL). She also serves on many Boards and Committees. She is currently the President of CARBICA, the Treasurer of the National Trust of Trinidad and Tobago and Executive Member of the United Nations Educational, Scientific and Cultural Organization (UNESCO) – Memory of the World Project in Trinidad and Tobago.

While 'globalization' has many obvious economic consequences, 'global solidarity' has a far wider remit, bringing together very different countries which, nonetheless, have very similar goals in terms of community development, human rights and eradication of poverty. Taking the Caribbean as an example, we can see that many different international organisations bring together the different countries to address these common issues. With the Curacao Consensus, the ICA itself recognised the need to respond more appropriately to globalisation in terms of archives and records management. Promoting the importance of archives is particularly difficult in developing countries with many conflicting priorities, but the support of the ICA, in partnership with regional organisational such as CARBICA, is vital in addressing issues such as training, widening access to the archival heritage, promoting Freedom of Information legislation, responding to disasters, etc.

Global solidarity

The term "globalization" is usually discussed in the context of economic globalization. The process that has come to be called globalization is the integration of economic activity across the world. It involves an unparalleled movement not only of capital but of goods and services, technologies and even people. It is seen as a positive thing in developing countries. There are however varying concepts of what 'global solidarity' means: for example, it is seen as a movement to bring humanity together as one, addressing common interests. It is generally seen as cross-border cooperation between groups that share common goals but represent people of different countries. In trying to forge global solidarity between countries, consideration has to be given to the diverse cultures and economic and political contexts. Other concerns are human rights, just wages and safe working conditions, child and forced labour, the environment and sustainable community development.

My focus is on the Caribbean region, made up of countries in the developing world where various groups and organization have been formed in an effort to meet common goals. In this region collaboration is needed between these countries because of their vulnerability. The Caribbean, realizing its need for cohesion and solidarity, has set up a number of organisations such as CARICOM (Caribbean Community and Common Market), CARIFESTA (Caribbean Festival of Arts, where different cultures in the region come together), CSME (the Caribbean Single Market and Economy), The Association of Caribbean Historians and ACURIL (Association of Caribbean University and Institutional Libraries) and of course CARBICA. Some of these have been formed to foster trade relations and also to allow for the free movement of goods and services. Others have been created to forge educational and cultural relations. However, one of the basic contradictions, is that in spite of the thrust for solidarity, we are still nationalistic. We are still proponents of the nation state.

Other international organizations (the Inter-American Development Bank, International Monetary Fund and the World Bank) also have a significant impact on the life of developing countries. Apart from being funding agencies they are now focusing on issues such as the alleviation of poverty, human rights and environmental protection. This is an important facet of globalisation. By definition ICA is a global organization. It has organized the setting up of Sections, Committees and regional Branches (for example, CARBICA, PARBICA etc) to promote, in effect, global solidarity with respect to the management of records and archives where global solidarity means:

- co-operation between countries/groups
- sharing of common goals
- setting up of standards for archives and records management
- advances/aids in the development of archives by co-operating with international organizations such as UNESCO.

It supports the development of archives in the Third World in the interests of archival solidarity. Through the ICA, (as members) colleagues from around the world can communicate and find ways to address common concerns. One of the main challenges the ICA faces is to find a way to prevent the archival profession from being marginalised and overwhelmed by continuous political, economic and technological change. It has had to focus more on improving communication among its members. In looking at the Curacao Consensus, ICA realized the need to be more aware of the global changes currently taking place, and to assess their implications and respond to them more proactively.

In an effort to make investments by archival institutions more viable, organizations such as ICA are focusing on improving their relationship with its members. Discussions are underway to find even better ways to:

- raise awareness in international organizations of the importance of records/archives

and the role of the archivist

- equip the archival profession with the standards and other tools needed to respond to technological and other global changes

- ensure as far as possible that archivists throughout the world have adequate opportunities for education, training and continuing professional development

These are difficult tasks and in some cases issues such as the language barrier have not been resolved. There is the need to bridge this gap. For example in the Caribbean region, Spanish, Dutch and French are spoken by many. However, French and English are still the main languages of ICA. In a number of Third World countries, the archives are small and with scarce resources, and development is very challenging. Close cooperation between institutions within the region is usually the only way for these small establishments to institute developmental changes, for example, by instituting training programs, preservation of collections and adapting to the changing needs of their institution. In order to survive they have to be a part of the global information network. This enables them to have access to education programs, and to available equipment and other resources.

As a relatively small profession, archivists need to keep together in the interest of professional solidarity. There is now a greater need for global solidarity by archivists and records managers. In that respect through CARBICA, PARBICA etc. and the ICA, there would be global solidarity as the archives involved try to address common archival and records management problems. Issues to be addressed include managing electronic records, legislation, and setting standards as all archives have to strive for good record keeping and preserving the collective memory contained in these archives. One of CARBICA's primary aims is to organize training for its membership in both preservation/conservation and records management, particularly as training in these areas is generally not obtainable within the region.

Return on Investment

Investments by organisations such as the ICA, ARMA International, the Association of Commonwealth Archivists and Records Managers (ACARM), the International Records Management Trust (IRMT), the World Bank and UNESCO are enabling these archives to reposition themselves to deal with the technological changes and professional development. Some archives are still unable to communicate electronically and as a result the digital divide still exists. Paper records still proliferate and the cost of storing them uses up large percentages of archives' budgets.

Funding is necessary for archives to develop effectively. To this end international organisations have invested financial as well as human resources in an effort to address some of the major issues facing archival organisations around the world. These funds enable partnership to be formed. Examples are the partnerships formed between the ICA and regional branches, and IRMT partnerships in various countries with the subsequent development of training modules for archives and records management. Some of the major issues include:

1. The improvement of records management and archival functions: by making records more accessible (digitization), by building databases, by assisting in the classification and compilation of guides to the records and manuscripts and by micro-filming of key collections.

2. Increasing the awareness of the archival heritage by nationals and other researchers

3. Training in records management and archives processes and procedures such as description and appraisal, inventorying, scheduling and restoration.

4. Building National Archives as is the case in Suriname, Cayman Islands and Trinidad and Tobago.

5. Improvement of facilities such as installing fire suppression systems, or other appropriate devices such as humidifiers.

6. Protecting records from natural disasters, loss, theft and mishandling so that the documentary heritage is safeguarded for present and future generations.

Return on investment is not only measured by financial returns but also by the achievement of targeted goals. It could not be done without the solidarity of all and contributions from key partners. From the ICA perspective, the returns on investments have been astronomical. Branches of the ICA now exist in every region of the world. We can share common interests, otherwise there will be no reason for the Branches to be here. ICA has invested time, manpower and finance to create standards for the arrangement and description of records which members now use. They are currently developing Open Source software which incorporates these standards and which will enable our archival institutions to make our holdings available online. They work with UNESCO on the Memory of the World project where global access to the collective memory of the Caribbean for example, is now achievable. Their involvement with the International Committee of the Blue Shield is aimed at helping to counter the cultural loss and archival damage caused by armed conflicts and natural disasters by coordinating the international response to disasters.

These organizations are on the cutting edge of change and they are the ones that are fueling change in how governments see their role in society. People are now lobbying for Freedom of Information legislation and the right of access to what governments are producing. In effect the Archives are fast becoming the catalyst for change.

There are some contradictions - for example, the sun is shining but it is cold. Contradictions do not have to be bad or negative but can be the impetus for positive change. Sometimes a crisis is what causes change.

- In spite of funding in some regions, there is still poverty. Economies are still burdened by foreign debt.

- In some regions we are still not prepared

for disaster. This is evidenced by the devastation caused by hurricanes, including the destruction of archival records and buildings, in Grenada, Belize and the Cayman Islands.

- In spite of efforts by the Blue Shield and other non-government organizations, records are still being destroyed in some war-torn countries.

I have presented my concept: "Return on Investments versus Global Solidarity - is it contradictory or complementary?" In spite of some contradictions I conclude that the two are complementary. Through Global Solidarity there is Return on Investment.

Return on Investment versus Global Solidarity: Contradictory or Complementary?

Setareki Tale

■ Setareki Tale joined the National Archives of Fiji in 1986 and was appointed as its director in 1998. He is currently the President of PARBICA, a member of the Executive Board of the ICA, an Executive Committee member

of the Association of Commonwealth Archivists and Records Managers (ACARM), and an associate member of the Training Commission of the International Federation of Television Archives (FIAT/IFTA).

Like the most effective aid programmes which have an impact on long-term development rather than bringing just short-term relief to immediate problems, archivists in developing countries must seek to identify ways in which they can contribute to the long-term welfare of their people. In the South Pacific, PARBICA members have formed some very effective partnerships through a range of initiatives which will have similar long term effects. Continuing international co-operation of this kind is vital if the small archive services of the South Pacific are to support the recordkeeping needs of their governments and their people.

Introduction

How many times has your son asked you for a new pair of shoes? It's natural for a parent to ask, "Why do you need new shoes?" The son would respond, "Because my friend has new ones or because I have found a fancy pair of shoes at a new shoe shop as I passed by". As a parent, would it have made any differences to your decision if your son had replied that he needed a new pair of shoes because his old ones were worn out and that he was at risk of injuring himself and thus affect his school work.

You could have your 14 year old daughter coming to you to ask for a computer with internet connection, etc etc. Again naturally, you would ask, "Why do you need a computer?" "It's because I need to be able to email my friends and visit blog sites," your daughter would respond. Again, would it have made any difference to your decision if your daughter had said that she needed the computer to help with her school assignment and enhance her research capacity?

What is the question? As resource owners and managers in the household, is this not one of Return on Investment?

Return on Investment

I grew up in a rural community where not many people had formal education, and resources were scarce. Money was not a necessity but our parents worked very hard to meet our needs. Every morning our lunch packs were prepared, with root crops and vegetables grown in our gardens and fish from the sea. We would set off every day on a 5 kilometer trek to school. In urban and semi-urban areas children were given their bus fares, and parents expected their children to go to school. In both scenarios not all arrived at school. Some skipped school and went into other things. For most parents the focus was for children to attend school. And children were severely punished if it was learnt that they had not met that expectation.

Because money was not a priority, it

wasn't odd for children not to finish their basic education. From Grade 8 onwards our classes became smaller and smaller as each year some students dropped out. There was really nothing wrong with that. They had done their bit of having attended school as expected and were now helping their families tend the gardens and livestock and catch fish.

This practice of focussing on short term goals (or outputs) has been how we do things for a very long time. At the family or community level education was about making sure children attended school to learn how to read and write. The bigger picture of using education to develop the community was not really a priority.

Even though money and knowledge has increased in importance, and more and more people have taken up paid employment the old mentality persists. Getting a job is an end in itself. There is very little aspiration to make an impact in the societies we are a part of or to move on to bigger things in life. At work and in the social environment the output- or product- oriented approach continues to dominate our thinking, whether or not the "product" is meeting our needs – just like a new pair of shoes because a friend has one or a computer because it's the 'in thing'.

The landscape has changed, at least in my work environment when the recent government reform programme required that organizations within government clearly define both their 'outputs' and their intended impacts, known as 'outcomes'. This has brought significant changes to the way government entities conduct their businesses and has also reformed the thinking patterns of public officers.

We are currently implementing a major archives initiative – one which we had been requesting for a number of years. It was only when we changed our language to emphasise the impacts of this project that we were able to attract the attention of the decision-makers. We moved from talking about the need to preserve our history, and stuff, to stressing the importance of archives

and records as an enabler for educational development, as a means to enhance social cohesion, as tools for promoting efficiency and effectiveness in service delivery, etc. This big project will be completed next year, wholly funded by the home government. Of course we will have to account for how we have expended the funds.

In recent years Pacific Island states have been pressuring Australia and New Zealand to open doors for Pacific Islands seasonal workers to obtain work in these countries when there is a demand for additional workforce and to return home when their services are no longer needed. This would have been a 'band-aid' solution to the social challenges within the Pacific. In response the Australian Government proposed that they setup training institutions to strengthen the capacity of individuals in the Pacific to become productive individuals and to be able to provide sustenance for themselves and their families. I see this gesture by the Australia Government as a "long term" view of alleviating the problems in the Pacific, one that is outcome-based rather than just focusing on output.

The world witnesses billions of dollars poured out as aid funding to developing nations yearly. It is true that most developing nations are still grappling with basic needs such as shelter, clean water, and accessible health and education service and they need much assistance to be able to address these issues. What is this aid intended to achieve?

We had a multi-million dollar bridge, funded through international aid, opened last year. The bridge adjoins some rural communities, who depended solely on their farm produce for their livelihood, to the major urban centres. For this segment of our society, the new bridge is a window of hope for a better living standard. Because of the bridge they are able to access their customers at a lower cost, and have access to improved education and health services. For the aid donors, I am certain that the bridge was not, in itself, the end; that was to improve the standards of living of the

people.

And isn't that what we often say we do as archivists? Anne Marie Shirwitlich, an Australia archivist, in an article in the first edition of the Australian Society of Archivists publication 'Keeping Archives' said that as archivists we build bridges – bridges that link our past to the future. But the challenges for us now, I guess, are the type, size or number of bridges that we need to build to enable us to accommodate the environmental changes, and shifts in paradigm that we are going through – such as the expanding roles of archivists to be records managers and information managers in the larger information society, and of course globalisation.

The type, size and number of bridges will depend on how we justify ourselves. We were once asked to justify why we should become a member of an international association. We answered that through our membership we would have access to their newsletter and website. This was perfectly right. But was this convincing enough? If not, how do we convince those who are not too familiar with what we do? It is difficult unless we can take the long-term view, and try to focus on the big picture.

What we failed to mention was that newsletters and websites were tools that allowed us to access information and knowledge that we otherwise would not have been able to access, and which would increase our understanding and capacity to serve our citizens better while, as archivists, ensuring that our archival heritage can survive the test of time and be available to our future generations.

For archivists and information specialists, considering that we are competing with such important sectors such as health, education, economic development for a slice of the same pie, the question of Investment and Return, or Cost Benefit, is a real and serious one – and how we tackle the question is extremely critical.

Small Pacific island countries view their partnership with Australia and New Zealand

in PARBICA as vital to ensure the organisation (PARBICA) is relevant. The support providing in funding and in kind by the National Archives of Australia and Archives New Zealand are substantial – we can't thank them enough. They might have a difficult time "justifying" this support because "tangible or immediate returns" are not easily identified. But the impact of these products will be enormous in the long term for the Pacific Islands countries and their citizens.

An example of such support is the Pacific Recordkeeping for Good Governance Toolkit project. This project is being led by the National Archives of Australia with substantial financial support from the Australian Government through its Aid Agency, AusAid. The products of these initiatives include a set of tools including brochures, guidelines, posters, etc. But the intended outcomes to raise awareness of the importance of records and recordkeeping as tools vital for the support of efficiency, transparency and good governance are far-reaching because they impact on the lives of ordinary people who are sometimes deprived of basic needs and services because of mismanagement of resources and inefficiency of services.

On the international stage, we are grateful to the International Council on Archives (ICA) for the support that is being provided to the archives of developing countries. When I say the ICA, I mean you the members. We pay a very minimal amount as membership fee to the ICA. I know that a number of countries pay huge amounts of money as membership fees. I can understand how difficult it could be justifying payments of huge sums of money for outputs that do not quite equate to the magnitude of the membership fee.

PARBICA, as an example of an ICA branch activity, like most other branches, holds its training programmes together with its biennial conference every two years. A lot of time and resources are invested in its preparations. In geographically remote areas such as the Pacific these training programmes, for the most part, are the only kind of face-to-face training that those who

are responsible for recordkeeping in the Pacific are able to access due to factors such as costs, government prioritization, etc that are well beyond their control. While these training programmes run for only a week at the most, the impact again is enormous as they are the only forum where trainees learn the basic skills and knowledge necessary for the management of their records and archives, without which records may never be accessible and worse still may never survive for use by our future generations.

ICA members can take satisfaction in the fact that, apart from the training activity mentioned above, our organisation is producing tools, articles, publications, etc that support development in small archives where training is a much needed commodity but is inaccessible due to geographic isolation or to the prohibitive costs involved.

Perhaps then, as ICA members, you should consider that through your membership of the ICA, as well as supporting traditional archival obligations, you are also contributing to the development of recordkeeping globally and at the same time supporting broader global development initiatives such improved governance and enhanced transparency and accountability in the developing world.

Global Solidarity

This brings me to the question of global solidarity. In his keynote address, at CITRA 2006 on the island paradise of Curacao, Sir Shridath Ramphal echoed John Donne's sentiments that "No man is an Island – each is a piece of the continent, a part of the main." The world is becoming a big global village where everyone and every institution plays a part for the proper functioning of the village. Sir Ramphal went on to say that "peace is more than the absence of war [...]. The poor, the sick, the hungry, the homeless, the unemployed do not live in a time of peace. For them peace is release from poverty, healthcare, is a meal, is a roof, is a job [...]. Development on a global basis is a precondition of a world at peace."

Without holding hands in association this can never be achieved. For example, for smaller sugar producing countries like us, we need the Sugar Preferential Pricing agreement with the European Union, which has been in place for some time now, to help us develop the industry, and to assist small scale farmers earn a living. Likewise, we need bilateral and multilateral agreements with developed countries to grow other industries which will lead to improved economies and subsequently better standards of living for the people.

Associations with regional and international NGOs are equally important. Individual countries, states and territories in the PARBICA regions would not have received funding assistance for training programmes if they had individually sought funding for such programmes. Funding is provided for regional sectoral initiatives hence it was important that assistance was sought from organizations that represent a common interest.

With such initiatives the endorsement of authoritative international agencies such as the UN, the World Bank, ISO, etc carries so much weight. For example, linking our programmes to the Millennium Development Goals, the World Bank's 'Recordkeeping for Good Governance' initiative with the IRMT, provides a lot of leverage. Initiatives also carry much more weight and respectability if endorsed by the ICA as the voice for the world archival community. Again, for instance, the International Standards on Archival Description (ISAD-G) would be more widely acceptable than one that was developed locally.

Conclusion

As mentioned before, we have all been asked to justify the amount of funding that we requesting from our governments. We have all been asked about what we get in return for our membership of organizations such as the ICA. I can at least say, for all of us, that while you may not be getting the direct, easily measurable returns, our involvement

as an association is having a real impact on the ability of developing archives to improve the standard of recordkeeping in support of services for our citizens.

On global solidarity we need associations and international cooperation if development is to grow on a global basis. More so for developing nations who will continue to work closely with developed partners to determine the best means to meet the needs of our people. Mr Carol Coulture eloquently summed this up in his presentation when he said that "[...] the health of our profession relies on our ability to group together [...]" dare I add, "in solidarity".

Given this reality the scenario perhaps is not so much one of "Return on Investment versus Global Solidarity" but rather "Maximising Return on Investment through Global Solidarity."

Conclusions of the National Archivists Session

Jussi Nuorteva

■ Dr. Jussi Nuorteva is Director General of the National Archives Service of Finland since 2003. He arrived at the NAS from the Finnish Literature Society, where he was Secretary General for the years 2000-2003. His earlier career included being Secretary General of the Research Council for Culture and Society at the Academy of Finland 1998-2000 and Science Journalist at the Finnish Broadcasting Company 1994-1998. Before that Mr. Nuorteva held research positions at the Academy of Finland and University of Helsinki. As National Archivist he is chairman of the National Board of Heraldry. Mr. Nuorteva held many positions in

academia in Finland and internationally. He chairs the governmental Committee and Academic Advisory Board of the Centre of European Studies at the University of Helsinki, where he also teaches as an Adjunct Professor. Mr. Nuorteva chaired the board of the Finnish Institute in the Middle-East (Damascus) 2002-2007. He is also member of the Finnish National Commission for the UNESCO and member of the UNESCO Committee for the Protection of Cultural Property in Armed Conflict. Mr. Nuorteva is a member of the Finnish Academy of Science and Letters and a member of a number of learned societies.

It was the first time that a session specifically for national archivists had been held at CITRA; the innovation was well received and the discussion lively. Two plenary sessions tackled The Paradigm Shift for Archives in the Information Society: From Keeper to Information Manager and Return on Investment versus Global Solidarity: Contradictory or Complementary? The first session addressed the issue of changing roles and responsibilities of archives services (as applicable to nations in a state of transition to democracy as those with long-standing democratic governments), the importance of exchanging ideas, and of constantly benchmarking best practice. The second session outlined the need for global professional solidarity and emphasised the benefits of, and need for, investment in international co-operative ventures.

We have had an opportunity to come together and discuss our common challenges not only in the plenary meetings of the CITRA but also within the regional branches of the ICA, within its Sections and other bodies and in the working groups. For the first time a session for the National Archivists was added to the agenda. I am very happy for the opportunity to share information and conclusions of this meeting with you.

The discussion was intensive and we even decided not to break into working groups. All the discussions therefore were held in plenary and I believe that we all appreciated this opportunity to be able to talk about our common concerns.

The first theme of the session was The Paradigm Shift for Archives in the Information Society: From Keeper to Information Manager. Speakers were Natalie Ceeney, Chief Executive Officer of the National Archives of UK, Ross Gibbs, Director General of the National Archives of Australia and Viktoras Domarkas, Deputy Director General of the National Archives of Lithuania.

The second part of the session was named Return on Investment versus Global Solidarity: Contradictory or Complementary? The two presentations in this session were given by Setareki Tale, National Archivist of Fiji and chairperson of the PARBICA and by Helena Leonce, Government Archivist at the National Archives of Trinidad and Tobago and chairperson of CARBICA.

The two rapporteurs, Dianne Macaskill, Chief Executive and Chief Archivist of the Archives of New Zealand and Andreas Kellerhals, Director of Federal Archives of Switzerland rapporteurs reported to the concluding session of the National Archivists this morning and I shall try now to summarize the whole session in my short presentation.

Viktoras Domarkas described the changes in Lithuania since its regained independence in the early 1990s, where the National Archives practically had a "carte blanche" to re-orientate its work. In the former socialist countries changes in records

management and archives have been much more extensive than in the non-totalitarian countries. Not only have the technologies changed, but the whole of society has gone through a shift. Questions of democratization, the market economy, transparency of administration and freedom of access to information have been reflected in the strategies and practices of the National Archives. Creating a new culture through staff training has been a challenge – we all know how slowly cultures adjust. In this rapidly changing environment the European branch of the ICA – EURBICA – played an important role. It provided a platform for the exchange of ideas with European colleagues and enhanced professional development in the Baltic countries.

The possibility of testing out ideas and exchange information is highly valued in many circumstances. National Archivists have a big responsibility when they make decisions on spending money of their governments and the taxpayers. Making decisions is not always easy. We live in a world where there are many solutions and models and we try to choose the right one. The technologies are changing quickly, there is a pressure to act swiftly and it is almost impossible to evaluate all the principles and ideas available in order to draw the right conclusions. We try to avoid mistakes, but still they cannot be avoided. A National Archivist is in charge of these decisions, good and bad. The situation is stressful, sometimes it can be even scary. Maybe in future conferences we should relate not only our success stories and brand new technologies and solutions but also our failures. We do not learn only from best practices, we are learning from mistakes. We need to analyze what went wrong and we have to make changes in order to avoid future mistakes. Sharing these experiences with our peers and colleagues was found to be important. Sharing can also give relief and consolation to all of us who have done our best to carry our responsibilities, often successful, but sometimes making wrong choices. And – maybe I should add – it is always nicer to learn from others' mistakes

than by making the same mistakes yourself.

I also reported briefly about the cooperation between the Nordic archives. For a couple of years we have been benchmarking our activities. The National Archivists nominate two or three of their expert staff to a benchmarking team. The experts then look at the practices in each of the participating countries then prepare a report for the National Archivists. In this report the experts try to identify best practices which can be recommended for each of us. The benchmarking team can also ring the alarm bell, if it finds that something might be going wrong and needs to be adjusted. The 2007 benchmarking report compares our digitization strategies, practices and resources. It was extremely interesting reading and it will surely change some working practices in our organizations. Benchmarking and more extensive evaluations, of which we also have experience, are good tools for setting goals and developing our practices. We plan to have a session in Kuala Lumpur about the evaluation and benchmarking as tools in archival development.

National Archivists are working in very different situations. We are very much dependent on the national setting of our organizations. This means the position in the government, legislation, duties and structure of the archival services, our resources and also, of course, very much also our staff. In spite of all this, international cooperation has much to offer. And the contacts are not important only for the directors. It is crucial that also other members of our staff are able to share experiences from the international archival community. We have to encourage and support our experts in actively taking part in the international cooperation, especially within the ICA.

Setareki Tale and Helena Leonce made a strong plea for solidarity within the archival community. We all need to recognize that our resources are not equally divided. Globalization in a positive sense is possible only if we are able to share our knowledge and resources in planning our actions together.

The digital divide is a reality today, but we can overcome it, if we so will. True diversity can be reached only by opening equal access to our global documentary heritage.

However, we are not free to use our budgets for international solidarity, even if we wanted to do so. We are responsible to our governments for using our resources for the good of our societies and our taxpayers. We have to find good reasons to cooperate internationally. Only if we can show that international cooperation can truly give added value to our work do we have a legitimate cause to do that. There must be a return of investment and very concrete results that will satisfy our auditors. And all this must be done in an open and transparent manner. We need transparency both within our organizations and within the ICA.

Fortunately we were able to share some positive examples about how good project planning and international cooperation really have given a good return on the resources that were spent. Ross Gibbs, National Archivist of Australia, gave an example of the Pacific region cooperation project that was expanded to cover countries from Sweden to the Caribbean. We were learned about the francophone PIAF. In cooperation with other international organizations and with innovative planning it gained a budget of 600 000 euros for a six year period and was able to produce a new resource for the French speaking community. But still we need more examples, more innovative approaches and novel ways to cooperate and we also need to find resources from outside.

We want encourage everybody to consider what ICA and the international cooperation in general can give to our professional work. The staff, the elected officers, the commissions, sections and regional branches of the ICA have done a lot of work in creating an environment that enables us to discuss and share our experiences and to work together to look for solutions to our common challenges. In talking about necessary changes to the ICA we have to remember, that there is no ICA beyond the community of its member-

ship. It is us who have to decide what kind of a role international archival cooperation plays in our future strategies. What ICA can do, depends therefore on our will and our commitment.

Resolutions 2007 ICA Annual General Meeting

Quebec, 15-16 November 2007

The national archivists, the presidents of national professional associations and the elected and professional officers of the International Council on Archives (ICA), meeting in Quebec on the occasion of the 40th International Conference of the Round Table on Archives (CITRA),

1. Relations between archives, libraries and museums

In view of the necessity for documentary heritage institutions to work more closely together, and of the advantages which follow in terms of investment, cost-effectiveness and quality of services to users,

Request ICA to encourage archival institutions and associations to cooperate with libraries and museums and to reinforce existing relations with for example IFLA and ICOM in common areas of activity while respecting the specificities of the disciplines and institutions concerned.

2. The World Digital Library

Considering that the European Digital Library launched by the European Union includes archives,

Considering the initiative of the Library of Congress (USA) aiming at universal access to multicultural documentary heritage,

ICA invites the managers of the World Digital Library project

- to consider archives as an integral part of the world documentary heritage;

- to give priority to archival fonds inscribed in the Memory of the World Registers (UNESCO).

3. Archival holdings in libraries and museums

Underline the necessity of handling those fonds in accordance with archives management practices and standards.

4. Sale of private archives

Preoccupied by the increasing market value of documents of heritage importance and the growing interest of manuscripts and archives dealers for those types of records,

Encourage owners of these documents to ensure their proper preservation and access including where necessary their transfer to archives institutions.

5. Competencies

Considering that co-operation among records and archives professionals, librarians and museum curators is essential in the XXIst century, we must understand the exact

identity of each profession,

Considering that a strong profession must have a clear set of core competencies,

Encourage the professional associations and archival institutions of individual countries to develop their own competency models,

Encourage the working group recently formed by ICA/SPA, EURBICA and ARMA International to pursue efforts towards defining a set of core competencies for the archival profession.

6. Disaster preparedness for archival holdings

Gravely concerned by the risk of losing unique and irreplaceable records as result of natural or man made disasters,

Considering that, in many countries, the existing legislation does not usually provide for comprehensive strategies for post-disaster recovery,

Ask ICA to encourage member countries to create a legal and policy framework to protect these records within or outside their respective territories,

Encourage archives to develop and implement strategies and procedures to ensure the proper preservation of these records including surrogate means such as microforms, digitization, etc.

7. Measures to counter thefts

Whereas the increasing commercial value of archival records and the increasing risks of thefts which ensue, in archival institutions as well as by users in reading rooms,

Request ICA

- to create a working group on issues relating to security and to support projects developed in this area, in cooperation with all concerned professions, including IFLA and ICOM;

- to work with libraries, museums, art galleries and other relevant institutions to create standards of good practice likely to

prevent thefts of archives;

- to cooperate with national and international organizations and projects likely to contribute to prevent thefts of archives;

- to encourage governments and the judiciary and police services to consider the theft of archival records is as serious as that of art works.

8. Long term preservation of digital records

Considering that digital records are becoming commonplace both in the public and private sectors,

Considering the need for long term preservation of these records,

Urge the creators of such records and the industry to join with ICA to find solutions.

9. A Universal Declaration on Archives

Considering the relevance of the initiatives that led to the formulation and publicizing of the "Québec Declaration on Archives",

Propose that ICA mandates ICA/SPA to prepare a "Universal Declaration on Archives" that follows this model.

10. Thanks

Thank the speakers for the quality of their contributions, and the delegates who actively participated in debates and discussion groups,

Express their deep gratitude to the heads of Library and Archives Canada, and Bibliothèque et Archives nationales du Québec, and their staff for the excellent organization of the Conference and their welcome and hospitality.

Résolutions de l'assemblée générale 2007 de l'ICA

Québec, 15-16 novembre 2007

Les directeurs d'archives nationales, les présidents d'associations professionnelles nationales et les responsables élus et professionnels du Conseil international des Archives (ICA), réunis à Québec à l'occasion de la 40^{ème} Conférence internationale de la Table ronde des Archives (CITRA),

1. La coopération entre archives, bibliothèques et musées

Considérant la nécessité pour les institutions en charge du patrimoine documentaire de travailler en plus étroite relation, et les avantages qui en découlent en matière d'investissements, de rentabilité, et de qualité de services rendus aux usagers,

Demandent à l'ICA d'encourager les institutions d'archives et les associations d'archivistes à coopérer avec les bibliothèques et les musées, et à renforcer les liens existant avec, par exemple, l'IFLA et l'ICOM dans les secteurs d'activité qui leur sont communs, dans le respect des spécificités des disciplines et des institutions concernées.

2. La bibliothèque numérique mondiale

Considérant que le projet de bibliothèque numérique européenne lancé par l'Union européenne inclut les archives,

Considérant l'initiative de la Bibliothèque du Congrès (EU) qui vise à rendre universellement accessible le patrimoine documentaire multiculturel,

L'ICA invite les responsables de ce projet

- à considérer les archives comme une composante du patrimoine documentaire mondial,

- à intégrer en priorité les fonds d'archives inscrits aux registres du Programme « Mémoire du monde » de l'UNESCO.

3. Les fonds d'archives dans les musées et les bibliothèques

Soulignent la nécessité de traiter ces fonds conformément aux principes et pratiques archivistiques.

4. La commercialisation des archives privées

Préoccupés par la valeur croissante des documents d'intérêt patrimonial et l'intérêt

grandissant des marchands pour les archives et les manuscrits,

Encouragent les propriétaires de ces documents à en assurer le traitement, la conservation et l'accessibilité conformément aux pratiques archivistiques, ou, si nécessaire, à les confier à des services d'archives.

5. Les compétences

Considérant que, parce que la coopération entre professionnels des archives, bibliothécaires et conservateurs de musées est indispensable au XXI^e siècle, nous devons comprendre quelle est leur identité respective,

Considérant qu'une profession forte doit posséder un ensemble clair de compétences essentielles,

Encouragent les associations professionnelles et les institutions d'archives de chaque pays à développer leur propre modèle de compétences,

Encouragent le groupe de travail formé par ICA/SPA, EURBICA et ARMA International à poursuivre ses efforts en vue de définir un ensemble de compétences essentielles pour les professionnels des archives.

6. La prévention des désastres dans les archives

Vivement préoccupés par les risques de perte de documents uniques et irremplaçables provoquée par les désastres d'origine naturelle ou humaine,

Considérant que, dans beaucoup de pays, la législation existante ne prévoit généralement pas de stratégie complète permettant la reconstitution de ces documents et fonds après les désastres,

Demandent à l'ICA d'encourager les pays membres à se doter d'un dispositif juridique et d'une politique de prévention qui assurent la protection de ces documents vitaux, à l'intérieur ou à l'extérieur de leurs territoires,

Encouragent les institutions d'archives à développer et mettre en place des stratégies et procédures qui assurent la préservation adéquate de ces archives par le recours à des techniques de substitution, telles que microfilm, numérisation, etc.

7. Mesures contre les vols

Considérant la valeur commerciale croissante des documents d'archives et l'augmentation des risques de vol qui en résulte, tant au sein des services d'archives que de la part des usagers dans les salles de lecture,

Demandent à l'ICA

- de créer un groupe de travail sur les questions liées à la sécurité et de soutenir les projets développés dans ce domaine avec toutes les professions concernées, notamment avec l'IFLA et l'ICOM ;

- de travailler avec les bibliothèques, musées et galeries d'art, ainsi qu'avec les autres institutions concernées, pour établir des normes de bonnes pratiques destinées à prévenir les vols d'archives ;

- de collaborer avec les organisations et initiatives, nationales et internationales, actives dans la prévention des vols d'archives ;

- d'inciter les gouvernements et les services policiers et judiciaires à considérer que le vol de documents d'archives est aussi grave que celui d'œuvres d'art.

8. La préservation à long terme des documents numériques

Considérant la banalisation des documents numériques, aussi bien dans le secteur public que dans le secteur privé,

Considérant la nécessité d'assurer leur préservation à long terme,

Demandent instamment aux créateurs de documents numériques et à l'industrie de se joindre à l'ICA pour trouver des solutions.

9. Déclaration universelle sur les archives

Considérant la pertinence de la démarche ayant abouti à la rédaction et à la diffusion dans le public de la « Déclaration québécoise sur les archives »,

Proposent que l'ICA charge ICA/SPA de préparer une « Déclaration universelle sur les Archives » en s'inspirant de ce modèle.

10. Remerciements

Remercient les conférenciers pour la qualité de leurs interventions et les participants qui se sont investis dans les débats et dans les groupes de discussion,

Expriment leur profonde gratitude aux responsables de Bibliothèque et Archives Canada et de Bibliothèque et Archives nationales du Québec, ainsi qu'à leurs collaborateurs pour l'excellente organisation de la conférence, et pour leur accueil et hospitalité.

List of Participants

Liste des participants

CITRA Quebec 2007

COUNTRY DELEGATIONS/ DELEGATIONS PAYS

(By English alphabetical order of names of countries/Par ordre alphabétique anglais de noms de pays)

(Cat. A: central archives directorates or national archival institutions, and equivalent bodies of member states of federal or similar countries/directions centrales ou institutions nationales d'archives et des organismes équivalents d'États membres de pays fédéraux ou assimilés)

(Cat. B: associations composed of persons or corporate bodies, interested professionally in the administration or preservation of records and archives or in archival training and education/association qui groupe des personnes physiques ou morales portant un intérêt professionnel à l'administration ou à la conservation des documents et des archives ou à la formation initiale et continue des archivistes)

ALBANIA/ALBANIE

Cat A

M. Kujtim NAKO, Directeur de l'Inspection et du Contrôle,

2nd person/2e personne : Mme Esmeralda NOVAKU, Spécialiste Archiviste en charge des affaires internationales,

DIRECTION GENERALE DES ARCHIVES DE LA REPUBLIQUE D'ALBANIE, Rruga Jordan Misja, TIRANA

ALGERIA/ALGERIE

Cat A

M. Abdelmadjid CHIKHI, Directeur général,

2nd person/2e personne : M. Mohamed BOUNAAMA, Directeur des Normes et Techniques archivistiques, DIRECTION GENERALE DES ARCHIVES NATIONALES, B.P. 61, ALGER GARE

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Cat A

Mr Francisco Joao ALEXANDRE, ARQUIVO HISTORICO DE ANGOLA, Rue Pedro Félix Machado 49 R/C, Caixa Postal 2468, LUANDA

AUSTRALIA/AUSTRALIE

Cat A

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Abstracts

What has become of Archivistics in 2007? A Recognized Academic Discipline

Carol Couture

In thirty years the modern archivistics has become a recognized profession in society and a discipline of its own right in universities. The author outlines theoretical principles and foundations that are widely accepted such as the concept of archival fonds and the principle of original order, the principle of origin, the concept of the life cycle of records, the direct link between the activities of the creator and the documents created, and the necessity of intervening in the early stages of the life cycle of documents. Archivistics has developed and established its own functions suitable for daily working of professionals, such as, most notably, the analysis of needs, appraisal, description, distribution, and preservation. Presently, practice is more and more directed by legal and regulatory systems as well as by professional standards. Archivistics benefits from competent specialists who collaborate in dynamic associations. If the necessary resources remain distributed unevenly, real progress has been achieved and it is necessary to consolidate it.

Archival Principles and Cultural Diversity: Contradiction, Convergence, or Paradigm Shift? A Canadian Perspective

Terry Cook

This paper reflects the tone and arguments of the opening session address where it originated at the CITRA 2007 in Quebec City. A professional tension exists between traditional notions of archival theory, and indeed the nature of theory itself, and the global diversity that CITRA seeks to recognize and promote in archival practice. Traditional archival theory, that arose out of a particular cultural and historical milieu of nineteenth-century European government bureaucracies, may work against diversity, overlook local community needs, and fail to appreciate the historical contingencies that are inherent to practice. Canadian archival theory and practice, perhaps first in the archival world, reacted against this approach. Because of the nature and history of the country, Canada has celebrated diversity, and sought archival concepts, strategies, and methodologies that encouraged multiple views, and found cooperation through diversity rather than in spite of it. Examples explored briefly include such Canadian approaches as total archives, new

descriptive standards, a national archival network, the more inclusive macroappraisal, convergences of libraries and archives, and articulation of the postmodern archive. These concepts may offer useful models for other countries in forwarding the ICA agenda of achieving greater diversity in the world's archives.

Professional Theory and Practice of Libraries (Powerpoint)

Sjoerd Koopman

Though libraries provide access to information and knowledge as they have been doing for centuries, they are now doing more, faster and for a larger audience. Worldwide there are more than 690,000 librarians working in one million libraries and serving around 1/6th of the world's population by providing access to all kinds of resources, especially an expanding range of digital and online resources. The International Federation of Library Associations and Institutions, with headquarters in The Hague, has members in 150 countries. Its 45 sections deal with different aspects of professional work, and it hosts a large international congress each year.

Two Examples of Cooperation between Libraries and Archives (Powerpoint)

Ian E. Wilson and Lise Bissonnette

For some ten years the two professions have been engaged in in-depth reflection on the content of their missions in an environment transformed by the Internet and driven by the digital world. The place of libraries in society has indeed considerably increased while the audiences for archives broadened and diversified. A consensus was reached about the concepts of a one-stop service and of local, national and international networks. This implies an active convergence between libraries, archives, museums and other cultural institutions. Canada and Québec chose to merge their institutions in

the field: Libraries and Archives Canada in 2004 and Bibliothèque et Archives nationales du Québec between 2002 and 2006. But if the analysis and the inspiration are common, the implementation and the models chosen are distinct but equally interesting: while BAC chose integration, BANQ preferred harmonization.

Cooperation between Museums and Archives: The Museum and Archives of Samoa

Ulrike Hertel and Sina Ah Poe

As a country with an oral traditional and strong living culture, the need for the establishment of a national museum and archives was only recently recognized, with the Museum opening in 1999 and a small joint museum and archives staff appointed. Though special accommodation for archives was only secured in 2001 and the building arrangements continue to be problematical, and despite limited resources, there have been positive developments: consultancy has been available from Australian sources and structured records management guidance and training has been provided to ministries. Customer services have improved with services tailored to customers' needs.

Co-operation between Archives, Libraries, and Museums: Conditions for Success

Kjell Nilsson

There are different models for co-operation between archives, libraries and museums. Such cooperation may be through institutional merger, or by establishment of a co-ordinating body, or by informal agreement between individual institutions. In Sweden there has been a long history of co-operation, culminating in 2004 with the establishment of an ALM centre ('ABM-centrum') to coordinate co-operative activities. Success of cooperative ventures in general depends

on a number of factors: the need for cooperation, general recognition of that need and ability to adapt different institutional cultures to agree on what needs to be done, and the tools needed to do it. Cooperation at national level can be repeated at European and even international level.

Cooperation between Archives, Libraries and Museums: Conditions for Success

Atakilty Asgedom

Archives, libraries and museums have many similarities as well as the differences which have resulted, in the past, in their operating in isolation. The similarities centre on their role as providers of education and learning opportunities about the cultural heritage and the fact that, because of the growth of Information and Communication Technologies, users themselves make little distinction between the three types of institutions. Professionals must also begin to appreciate the similarities between their disciplines and identify how cooperative working can benefit not just the user but the institutions themselves. A survey of cultural heritage professionals and users in Ethiopia confirmed that collaborative working was desirable both from the point of view of the users and the institutions, although it should not be undertaken solely from the point of view of cost-effectiveness. The analysis concluded that a survey of international practice and trends would be needed before a final decision suitable for Ethiopia could be made.

Archiving and modernisation of the public sector in France: an example of fruitful collaboration between two central administrations

Martine de Boisdeffre and Gabriel Ramanantsoavina

In 2004 the French government launched an ambitious development program for electronic administration. This program was then taken over by the General Direction for the Modernisation of the State (Direction générale de modernisation de l'Etat, or DGME), which is tied to the Minister of Budget and State Reform. One of the projects identified by the program's action plan was proposed by the Directorate of French Archives (Direction des archives de France, DAF) and concerns digital archiving. Both the DGME and the DAF lead awareness programs on the question of digital archiving; elaborating together a frame of reference and a data exchange standard as well as a platform for electronic archiving. The authors give two examples of the complementary nature of these two endeavours: in the case both of the data exchange standard and the audit carried out in 2007 of the archiving of ministerial documents, the DAF brought to the table archival expertise and the DGME a methodology. The inter-ministerial activities of the DAF and its visibility in government were reinforced by this collaboration, which has since become indispensable to the process of modernizing the French state.

Reforming Records Management in the Federal Environment: a Partnership between NARA and Federal Agencies (Powerpoint)

Howard Lowell

The US National Archives and Records Administration (NARA) issued its 'Strategic Directions for Federal Records Management' in 2002 in response to the changing demands

of managing records in the electronic environment and within the context of the requirements of the 2002 Electronic Government Act. To address these new challenges, and having identified the barriers to federal agencies managing their records effectively, NARA is working with the agencies in three specific areas: (1) advocacy and communication, (2) policy and guidance and (3) implementation and assurance. Within these areas NARA is (1) working to communicate the 'right message to the right people' and has introduced new training programmes aimed at different groups of RM stakeholders; (2) has revised or issued new guidance and regulations, especially for e-records management, in partnership with stakeholder groups and (3) through pilot projects, has developed new tools to help implementation and ensure accountability.

Records Management in Government: The Malaysian Experience

Sidek Jamil

Since the National Archives Act of 2003, the National Archives of Malaysia (NAM) has been responsible for records management in the public sector. This has allowed NAM to extend its work with government agencies, particularly in the area of electronic record-keeping which was previously in some disarray. The 2006 decision to mandate NAM to take the lead on electronic records management systems, and the success of the e-SPARK project associated with this, has resulted both in better records management and a higher profile for NAM itself. NAM's promulgation of standards and protocols, and the clear benefits of joint working between NAM and government agencies have increased Government support for its records management work. This in turn has also enabled NAM to improve its archival preservation work, particularly in the area of e-records.

The World Digital Library (Powerpoint)

John Van Oudenaren

The World Digital Library (WDL) was proposed by Librarian of Congress James H. Billington in June 2005. The project aims to build upon the experience of the Library of Congress and other national libraries and cultural institutions to develop a repository of significant primary materials representing cultures from across the globe. It will focus on digitizing unique and rare material, including manuscripts, maps, rare books, musical scores, sound recordings, films, prints and photographs, architectural drawings, and other materials. It will make these materials accessible on-line, free-of-charge, through a multilingual interface. The presentation features a prototype of the WDL presented to the UNESCO General Conference in October 2007.

The European Digital Library: A Four Way Street

Perry Moree

The European Digital Library (EDL) is a European Commission Project led by the National Library of the Netherlands involving libraries, archives and museums. Its goal is to provide access to Europe's 'distributed cultural heritage' and it aims to provide access to 6,000,000 books, films, photographs, manuscripts, and other cultural works by 2010. Accessing the database will enable the researcher to conduct an integrated search across a huge range of institutions, though with the caveat that the depth and detail of information found may vary.

International cooperation in training materials at the heart of a linguistic community: International Francophone archival portal (PIAF)

G rard Ermisse and Papa Momar Diop

Conceived in response to initiatives by the International Council on Archives for the Anglophone community, PIAF has also been developed to fill the gaps in training materials for the archival profession evident in all countries. Since its launch in 2005, the Portal continues to evolve and the first section, composed of 14 modules, was completed by a second section comprising documentary tools (directory of services, bibliography, texts and documents, dictionary of terminology...). It allows communication between archivists with a common language but practicing archival science within diverse cultural environments. Papa Momar Diop explains the difficulties of archival training in Francophone West Africa and the advantages of an online tool. International cooperation has shown its limits and PIAF allows economic and administrative obstacles that hamper the capacity of Francophone countries in the Southern hemisphere, to be overcome. It also offers the opportunity to share archival knowledge within the Francophone community. Papa Momar Diop is campaigning to mobilize PIAF for all institutions, in developed countries as in less developed countries.

The role of a 21st Century Archive (Powerpoint)

Natalie Ceeney

Natalie Ceeney shows why a move from being 'Keepers' of records to a more proactive role of managing government information is not only important, but essential. She gives her perspective on why the current record keeping paradigm is breaking down in a changing world of new technology, different government decision-making processes, and an environment where the distinction

between a record and a key piece of information is increasingly blurred. She argues that failure to address this issue means that a National Archive may simply stop getting any records which matter, a completely untenable position for any archive. Instead, she gives a view on the sort of leadership role that a National Archive should play, which she illustrates through examples of what the United Kingdom National Archives is currently doing in this field.

The Paradigm Shift for Archives in the Information Society: from Keeper to Information Manager (Powerpoint)

Ross Gibbs

In traditional records life-cycle models, the work of archival institutions commences when records creators have a body of records that need to be appraised resulting in records of archival value being transferred to archival custody. More recently, however, changing technologies and work practices have highlighted the need for archivists to become involved in influencing 'front-end' records creation and management in order to ensure that the right records are properly made and kept. Talking to busy officials about good recordkeeping is, though, inherently difficult. Often they will see 'front end engagement' by archivists as 'the tail wagging the dog' - more of a nuisance than a value-add. In order to help ensure good record-making the front end engagement needs to be seen to be supporting major business drivers. In the age of the information society and e-government when the boundaries between 'records' and other kinds of information are becoming increasingly blurred, talking about how to maximise returns on (very considerable) investments in information assets is much more likely to be received favourably than talking about good recordkeeping. Unless we learn to start talking their language key investment decisions affecting the recordkeeping capabilities of government will continue to

be made in ignorance of good information management strategies and practices. This presentation describes approaches being taken in Australian and the United Kingdom to position archival institutions as leaders in government information management - a paradigm shift that emphasises the importance of positioning records as a vital and integral component of 'joined up' government information management, interoperability, accountability and citizen-focused service delivery.

The Paradigm Shift for Archives in the Information Society: From Keeper to Information Manager

Viktoras Domarkas

As elsewhere, Lithuania is having to respond to the changing paradigm shift for archives. Lithuanian archives have already responded to major change following the downfall of the totalitarian regime and the establishment of civil society in the 1990s. The transition to democracy also facilitated a change of approach for archives services which were responding to new demands: the increasing demand for evidence; a huge rise in visitor numbers; poor records management; and lack of a legislative framework. Common global developments such as the growth of IT and requirements of accountability also had an impact at national level. The Archives Act, predicated on the right of access to information and giving a strong mandate to the national archives service to contribute to national information management, was the key factor in the transition from 'keeper' of archives to information manager while the new customer focus has resulted in the need for a change in mentality in many existing staff. Change is often painful, but it is necessary and the benefits are clear.

Return on Investment versus Global Solidarity: Complementary or Contradictory?

Helena Leonce

While 'globalisation' has many obvious economic consequences, 'global solidarity' has a far wider remit, bringing together very different countries which, nonetheless, have very similar goals in terms of community development, human rights and eradication of poverty. Taking the Caribbean as an example, we can see that many different international organisations bring together the different countries to address these common issues. With the Curacao Consensus, the ICA itself recognised the need to respond more appropriately to globalisation in terms of archives and records management. Promoting the importance of archives is particularly difficult in developing countries with many conflicting priorities, but the support of the ICA, in partnership with regional organisational such as CARBICA, is vital in addressing issues such as training, widening access to the archival heritage, promoting Freedom of Information legislation, responding to disasters etc.

Return on Investment versus Global Solidarity: Contradictory or Complementary?

Setareki Tale

Like the most effective aid programmes which have an impact on long-term development rather than bringing just short-term relief to immediate problems, archivists in developing countries must seek to identify ways in which they can contribute to the long-term welfare of their people. In the South Pacific, PARBICA members have formed some very effective partnerships through a range of initiatives which will have similar long term effects. Continuing international co-operation of this kind is vital if the small archive services of the South Pacific

are to support the recordkeeping needs of their governments and their people.

Conclusions of the National Archivists Session

Jussi Nuorteva

It was the first time that a session specifically for national archivists had been held at CITRA; the innovation was well received and the discussion lively. Two plenary sessions tackled The Paradigm Shift for Archives in the Information Society: From Keeper to Information Manager and Return on Investment versus Global Solidarity: Contradictory or Complementary? The first session addressed the issue of changing roles and responsibilities of archives services (as applicable to nations in a state of transition to democracy as those with long-standing democratic governments), the importance of exchanging ideas, and of constantly benchmarking best practice. The second session outlined the need for global professional solidarity and emphasised the benefits of, and need for, investment in international co-operative ventures.

Résumés

Qu'est devenue l'archivistique en 2007 ? Une discipline scientifique reconnue

Carol Couture

En trente ans, l'archivistique contemporaine est devenue une profession reconnue dans la société et une discipline à part entière dans les universités. L'auteur rappelle qu'elle a énoncé des principes et des fondements théoriques généralement admis, tels que le concept de fonds d'archives et le principe de respect des fonds, le principe de territorialité, la notion de cycle de vie des archives, le lien étroit entre les activités du producteur et les documents produits, et la nécessité d'intervenir en amont dans le cycle de vie des documents. Elle a développé et mis en application des fonctions qui lui sont propres pour encadrer les interventions quotidiennes des professionnels, comme, notamment, l'analyse des besoins, l'évaluation, la description, la diffusion et la préservation. Les pratiques sont désormais de plus en plus encadrées par des dispositifs légaux et réglementaires, et par des normes professionnelles. Elle dispose de spécialistes compétents qui se regroupent en associations dynamiques. Si les ressources nécessaires restent encore inégalement distribuées, de réels progrès ont été réalisés et il faut les consolider.

Principes archivistiques et diversité culturelle : contradiction, convergence ou paradigme en évolution ? Une perspective canadienne

Terry Cook

Cet article reflète le ton et les arguments développés dans l'exposé présenté à la séance d'ouverture de la CITRA 2007 à Québec. Il y a une tension professionnelle entre les notions traditionnelles de la théorie archivistique – et bien sûr la nature de la théorie elle-même – et la diversité mondiale que la CITRA tente de reconnaître et de promouvoir dans la pratique archivistique. La théorie archivistique traditionnelle, qui est issue du milieu culturel et historique particulier des bureaucraties gouvernementales de l'Europe du XIXe siècle, peut agir à l'encontre de la diversité, négliger les besoins des communautés locales et échouer dans son appréciation des contingences historiques qui sont inhérentes à la pratique. La théorie et la pratique archivistiques canadiennes ont réagi contre cette approche, et c'est peut-être une première dans le monde des archives. En raison de la nature et de l'histoire du pays, le Canada a célébré la diversité et recherché des concepts, des stratégies et des méthodologies pouvant encourager des visions multiples, et il est parvenu à

mettre en place une coopération par le biais de la diversité plutôt que malgré elle. Des exemples sont brièvement donnés d'approches canadiennes telles que les archives totales, les nouvelles normes de description, un réseau archivistique national, une macro-sélection plus inclusive, les convergences entre bibliothèques et archives, et l'articulation des archives postmodernes. Ces concepts peuvent offrir aux autres pays des modèles utiles pour promouvoir les efforts de l'ICA pour obtenir une plus grande diversité dans les archives du monde.

Théorie et pratique professionnelle des bibliothèques (Powerpoint)

Sjoerd Koopman

Les bibliothèques donnent accès à l'information et au savoir comme elles l'ont fait depuis des siècles mais elles en fournissent aujourd'hui davantage, plus vite et pour un public plus large. Il y a dans le monde plus de 690 000 bibliothécaires qui travaillent dans un million de bibliothèques et sont au service de près d'un sixième de la population mondiale à qui ils fournissent accès à toutes sortes de ressources, particulièrement une gamme croissante de ressources numériques et en ligne. La Fédération internationale des associations de bibliothécaires et de bibliothèques dont le siège se trouve à La Haye, a des membres dans 150 pays. Ses 45 sections traitent de différents aspects du travail professionnel, et elle organise un grand congrès international chaque année.

Deux exemples de coopération entre bibliothèques et archives (Powerpoint)

Ian E. Wilson et Lise Bissonnette

Depuis dix ans, une réflexion de fond s'est engagée dans les deux professions sur le contenu de leurs missions dans un environnement transformé par Internet et le tout numérique. La place des bibliothèques dans la société s'est en effet considéra-

blement accrue, tandis que les publics des Archives se sont élargis et diversifiés. Un accord a été trouvé sur les concepts de guichet unique et de réseau local, national et international, et il implique une convergence active entre bibliothèques, archives, musées et autres institutions culturelles. Le Canada et le Québec ont choisi la voie de la fusion, Bibliothèque et Archives Canada en 2004 et Bibliothèque et Archives nationales du Québec entre 2002 et 2006. Mais si l'analyse et l'inspiration sont communes, la mise en œuvre et les modèles choisis sont distincts mais également intéressants : là où BAC a choisi l'intégration des fonctions, BANQ a préféré l'harmonisation.

Un exemple de coopération entre musées et archives : le Musée et Archives de Samoa

Ulrike Hertel et Sina Ah Poe

Dans un pays de tradition orale et doté d'une forte culture vivante, le besoin de création d'un musée et d'archives nationales n'a été reconnu que récemment, avec l'ouverture du musée en 1999 et la nomination d'une petite équipe chargée à la fois du musée et des archives. Même si des locaux propres aux archives n'ont été assurés qu'en 2001 et si les bâtiments continuent à poser des problèmes, et malgré des ressources limitées, il y a eu des avancées positives : des sources australiennes ont permis de disposer d'une expertise et des lignes directrices en matière de gestion des documents et de formation ont été données aux ministères. Les services aux usagers ont été améliorés avec des services adaptés aux besoins des utilisateurs.

La coopération entre archives, bibliothèques, et musées : les conditions du succès

Kjell Nilsson

Il existe différents modèles de coopération entre archives, bibliothèques et musées. Cette coopération peut être obtenue par

le biais de la fusion des institutions ou par la création d'un organe de coordination ou par des accords informels entre institutions à titre individuel. La Suède a une longue histoire en matière de coopération, qui a culminé en 2004 avec la création d'un centre ABM ('ABM-centrum') pour assurer la coordination des activités de coopération. Le succès des accords de coopération dépend en général d'un certain nombre de facteurs : le besoin de coopération, la reconnaissance générale de ce besoin et la capacité à amener différentes cultures institutionnelles à se mettre d'accord sur ce qui doit être fait, ainsi que les outils pour y parvenir. La coopération au niveau national peut être reprise au niveau européen ou même international.

La coopération entre archives, bibliothèques et musées : les conditions du succès

Atakilty Asgedom

Les archives, les bibliothèques et les musées ont beaucoup de points communs ainsi que de différences qui venaient dans le passé du fait qu'elles opéraient de façon isolée. Les ressemblances sont centrées sur leur rôle de fournisseurs de possibilités de formation en matière de patrimoine culturel et sur le fait que, à cause de la généralisation des technologies de l'information et de la communication, les usagers eux-mêmes font peu de distinction entre les trois types d'institutions. Les professionnels doivent aussi commencer à apprécier les ressemblances entre leurs disciplines et identifier en quoi le travail en collaboration peut bénéficier non seulement à l'utilisateur mais aussi aux institutions. Une enquête menée auprès des professionnels et des usagers du patrimoine culturel en Ethiopie a confirmé que le travail en collaboration était souhaitable, tant du point de vue des usagers que de celui des institutions, mais qu'il ne devait pas être entrepris seulement du point de vue de la rentabilité. Les conclusions de l'analyse ont été qu'une enquête sur les pratiques et les tendances internationales était nécessaire avant qu'une décision adaptée à l'Ethiopie

puisse être prise.

Archivage et modernisation du secteur public en France : un exemple de collaboration féconde entre deux directions d'administration centrale

Martine de Boisdeffre et Gabriel Ramanantsoavina

Le gouvernement français a lancé en 2004 un ambitieux programme de développement de l'administration électronique. Ces questions sont suivies par la Direction générale de modernisation de l'Etat (DGME) qui est rattachée au ministère du budget et de la réforme de l'Etat. L'un des projets identifiés par le plan d'actions de ce programme a été proposé par la Direction des archives de France (DAF) et il concerne l'archivage numérique. La DGME et la DAF mènent ensemble des actions de sensibilisation à la problématique de l'archivage électronique, élaborent en commun des référentiels et un standard d'échange de données, et ont également réalisé une plate forme d'archivage électronique. Les auteurs donnent deux exemples de la complémentarité de leurs démarches respectives : ainsi, pour le standard d'échange pour le transfert de données et l'audit sur l'archivage des ministères réalisé en 2007, la DAF a apporté son expertise archivistique et la DGME la méthodologie. L'action interministérielle de la DAF et sa visibilité ont été renforcées par cette collaboration qui apparaît désormais comme indispensable à la modernisation de l'Etat.

Réforme de la gestion des documents dans l'environnement fédéral : partenariat entre la NARA et les organismes fédéraux (Powerpoint)

Howard Lowell

La National Archives and Records Administration (NARA) américaine a publié des "Directives stratégiques pour une gestion

des documents fédéraux" en 2002 pour répondre aux changements de la demande en matière de gestion des documents dans l'environnement électronique et dans le contexte des exigences de la loi de 2002 sur le gouvernement électronique. Pour faire face à ces nouveaux défis, et après avoir identifié les obstacles qui empêchaient les agences fédérales de gérer leurs archives de façon efficace, la NARA travaille avec les agences dans trois domaines spécifiques : (1) sensibilisation et communication, (2) politique et lignes directrices (3) mise en œuvre et assurance. Dans ces domaines, la NARA (1) est en train de faire en sorte que le "bon message soit envoyé aux bonnes personnes" et elle a introduit de nouveaux programmes de formation destinés à différents groupes de parties prenantes ; (2) a révisé ou produit de nouvelles lignes directrices et règlements, particulièrement pour les gestionnaires de documents électroniques, en partenariat avec des groupes de personnes concernées et (3) a développé des projets pilotes de nouveaux outils pour faciliter la mise en œuvre et assurer la transparence.

Le records management dans l'administration : l'expérience de la Malaisie

Sidek Jamil

Depuis la loi sur les Archives nationales de 2003, les Archives nationales de Malaisie (NAM) sont responsables du records management dans le secteur public. Les NAM ont ainsi pu étendre leur intervention dans les services de l'administration, en particulier dans le domaine de l'archivage électronique qui était auparavant en pleine confusion. La décision de 2006 de charger les NAM de la direction des systèmes de gestion des archives électroniques et le succès du projet e-SPARK qui y a été associé, ont eu pour conséquences à la fois d'améliorer le records management et d'élever le profil des NAM. La publication par les NAM de normes et de protocoles, et les bénéfices évidents du travail réalisé conjointement par les NAM et les administrations ont augmenté le soutien

de l'administration à son propre records management. Et, en retour, les NAM ont pu faire progresser leurs activités de préservation des archives, en particulier dans le domaine des archives électroniques.

La Bibliothèque numérique mondiale (Powerpoint)

John Van Oudenaren

L'établissement de la Bibliothèque numérique mondiale (BNM) a été proposé par James H. Billington, bibliothécaire du Congrès américain, en juin 2005. S'appuyant sur les travaux menés par la Bibliothèque du Congrès et par d'autres bibliothèques nationales et établissements culturels, ce projet vise la mise sur pied d'un vaste centre documentaire où seront réunis d'importants documents primaires représentant les diverses cultures de la planète entière. La création de la BNM nécessitera la numérisation de documents uniques tels des manuscrits, des cartes géographiques, des livres rares, des partitions, des enregistrements sonores, des films, des épreuves, des photographies, des dessins architecturaux (et bien d'autres) afin d'en permettre la consultation en ligne, sans frais, au moyen d'une interface multilingue. Le prototype de la BNM, montré à la Conférence générale de l'UNESCO en octobre 2007, a été présenté lors de la Conférence.

La Bibliothèque numérique européenne : une route à quatre voies

Perry Moree

La Bibliothèque numérique européenne (EDL) est un projet de la Commission européenne, mené par la Bibliothèque nationale des Pays Bas, qui implique les bibliothèques, les archives et les musées. Son objectif est de donner accès au "patrimoine culturel européen réparti" et il vise à rendre accessible 6 000 000 livres, films, photographies, manuscrits, et autres objets culturels d'ici 2010. L'accès à la base de données permet-

tra au chercheur de mener une recherche intégrée dans un grand nombre d'institutions, en étant cependant averti que l'information trouvée peut varier en profondeur et en détail.

La coopération internationale en matière de formation au sein d'une communauté linguistique : Portail international archivistique francophone (PIAF)

Gérard Ermisse et Papa Momar Diop

Conçu en réponse aux initiatives du Conseil international des Archives en faveur de la seule communauté anglophone, le PIAF a aussi été développé pour combler les lacunes en matière de formation au métier d'archiviste constatées dans tous les pays. Depuis son lancement en 2005, le Portail continue de se développer et le premier Volet composé de 14 modules de formation a été complété par un second Volet comprenant des outils documentaires (annuaire des services, bibliographie, textes et documents, dictionnaire terminologique...). Il permet de communiquer aux archivistes partageant la même langue, mais pratiquant une archivistique diverse en fonction de leur environnement culturel. Papa Momar Diop explique les difficultés de la formation des archivistes en Afrique de l'Ouest francophone et les avantages d'un outil sur Internet. La coopération internationale a montré ses limites et le PIAF permet de contourner les obstacles économiques et administratifs qui entravent le renforcement des capacités des pays francophones du Sud. Il offre aussi la possibilité de mutualiser les connaissances archivistiques au sein de la communauté francophone. Papa Momar Diop milite enfin pour une mobilisation en faveur du PIAF de toutes les institutions, des pays les plus avancés comme des autres.

Le changement de modèle pour les archives dans la société de l'information: du conservateur au gestionnaire d'information (Powerpoint)

Natalie Ceeney

Natalie Ceeney montre pourquoi le passage de conservateur d'archives à un rôle plus actif de gestionnaire de l'information administrative n'est pas seulement important mais essentiel. Elle donne son point de vue sur les raisons pour lesquelles le modèle actuel de conservateur est en train de disparaître dans un monde de nouvelles technologies en mutation, de processus de prise de décision administratifs différents, et dans un environnement dans lequel la distinction entre un document et un élément clé d'information est de plus en plus floue. Elle démontre que si des Archives nationales ne réussissent pas à résoudre cette question, elles cesseront tout simplement de recevoir des documents qui comptent, ce qui serait une situation totalement intenable pour tout service d'archives. Elle présente au lieu de cela le type de rôle de leader que devrait jouer les Archives nationales et elle l'illustre par des exemples de ce que les Archives nationales du Royaume Uni sont en train de faire dans ce domaine.

Le changement de modèle pour les archives dans la société de l'information: du conservateur au gestionnaire d'information (Powerpoint)

Ross Gibbs

Dans les modèles de cycle de vie des documents traditionnels, le travail des services d'archives commence quand l'ensemble des documents produits qui doivent être évalués se réduit au versement aux archives des documents ayant un intérêt archivistique. Plus récemment, cependant, les changements technologiques et des pratiques de travail ont souligné la nécessité pour les archivistes de s'impliquer en amont

pour influencer la production et la gestion des documents, afin d'assurer que les bons documents sont correctement produits et conservés. Parler d'archivage à des fonctionnaires très occupés est cependant intrinsèquement difficile. Ils verront souvent l'implication en amont des archivistes comme le monde à l'envers – davantage comme une nuisance que comme une valeur ajoutée. Afin d'aider à assurer un bon archivage, l'implication en amont doit être vue comme soutenant les principaux axes de la direction des affaires. A l'ère de la société de l'information et de l'administration électronique, alors que les frontières entre les documents et d'autres types d'informations deviennent de plus en plus floues, parler des moyens de transformer les retours sur investissements (très considérables) en actifs d'information a beaucoup plus de chances d'être reçu favorablement que de parler d'archivage. A moins que nous n'apprenions à commencer à parler leur langage, les décisions clés en matière d'investissements continueront à être faites dans l'ignorance des stratégies et des pratiques de bonne gestion de l'information. Cette présentation décrit les approches en cours en Australie et au Royaume Uni pour placer les services d'archives comme leaders en matière de gestion de l'information administrative – un changement de modèle qui souligne l'importance de faire des documents une composante vitale et intégrale de la gestion de l'information administrative, de l'interopérabilité, de la transparence et de la production d'un service centré sur les citoyens.

Le changement de modèle pour les archives dans la société de l'information : du conservateur au gestionnaire d'information

Viktoras Domarkas

La Lituanie doit, comme les autres pays, répondre au changement de modèle pour les archives. Les archives lituaniennes ont déjà fait face aux changements majeurs qui ont suivi la chute du régime totali-

taire et l'établissement d'une société civile dans les années 1990. La transition vers la démocratie a aussi facilité un changement d'approche pour les services d'archives qui avaient à répondre à de nouvelles demandes: une demande croissante de preuves, un accroissement énorme du nombre de visites, une gestion des documents médiocre et un manque de cadre législatif. Des changements communs à tous dans le monde, tels que le développement des technologies de l'information et les exigences de transparence, ont également eu un impact au niveau national. La loi sur les archives, fondée sur le droit à l'information et donnant un mandat fort aux Archives nationales pour contribuer à la gestion de l'information nationale, a été le facteur clé dans le passage de conservateur des archives à manager de l'information, tandis que le nouvel accent mis sur l'utilisateur s'est traduit par un besoin de changement de mentalité de la part de nombreux membres du personnel. Le changement a souvent été pénible mais il est nécessaire et les bénéfices en sont évidents.

Retour sur investissement et solidarité mondiale sont-ils complémentaires ou contradictoires ?

Helena Leonce

Alors que la « mondialisation » a de nombreuses conséquences économiques évidentes, la « solidarité mondiale » a une portée bien plus large, puisqu'elle concerne des pays très différents qui, néanmoins, ont des objectifs similaires en termes de développement des communautés, de droits de l'Homme et d'éradication de la pauvreté. Si l'on prend l'exemple des Caraïbes, on peut voir que de nombreuses organisations internationales différentes regroupent les différents pays pour faire face à ces problèmes communs. Avec le Consensus de Curaçao, l'ICA lui-même a reconnu le besoin de répondre de façon plus appropriée à la mondialisation en termes d'archives et de gestion des documents. Promouvoir l'importance des archives est particulièrement difficile dans

les pays en développement confrontés à de nombreuses priorités qui entrent en conflit, mais le soutien de l'ICA, en partenariat avec des organisations régionales telles que CARBICA, est vital pour faire face à des problèmes tels que la formation, l'amélioration de l'accès au patrimoine archivistique, la promotion de la législation sur la liberté d'accès à l'information, la réaction en cas de catastrophe, etc.

Retour sur investissement et solidarité mondiale sont-ils complémentaires ou contradictoires

Setareki Tale

Comme les programmes d'aide les plus efficaces qui ont un impact sur le développement à long terme plutôt que d'apporter une assistance seulement à court terme aux problèmes immédiats, les archivistes des pays en développement doivent chercher à identifier les moyens de contribuer au bien être à long terme de leur peuple. Dans le Pacifique Sud, les membres de PARBICA ont formé des partenariats très efficaces par le biais d'initiatives qui auront des effets à long terme similaires. Une coopération internationale continue de ce type est vitale si les petits services d'archives du Pacifique Sud doivent répondre aux besoins en archivage de leurs gouvernements et de leurs peuples.

Conclusions de la séance des archivistes nationaux

Jussi Nuorteva

Pour la première fois une séance spéciale a été organisée à la CITRA pour les archivistes nationaux; cette innovation a été bien accueillie et la discussion a été très vivante. Deux séances ont traité du Changement de modèle pour les archives dans la société de l'information: du conservateur au gestionnaire d'information et Retour sur investissement et solidarité mondiale sont-ils contradictoires ou complémentaires? La première séance a été consacrée à l'examen

de la question du changement de rôles et de responsabilités des services d'archives (tant dans les nations en transition démocratique que dans celles qui ont des gouvernements démocratiques implantés depuis longtemps), de l'importance de l'échange d'idées, et des bonnes pratiques en matière d'indicateurs de performance. La seconde séance a souligné le besoin de solidarité mondiale professionnelle et insisté sur les bénéfiques et le besoin d'investissement dans les initiatives de coopération internationale.

Zusammenfassungen

Was wurde aus der Archivwissenschaft im Jahr 2007? Eine anerkannte akademische Disziplin

Carol Couture

In dreißig Jahren ist die moderne Archivwissenschaft eine gesellschaftlich anerkannte Sparte und eine eigenständige universitäre Disziplin geworden. Der Autor umreißt weithin akzeptierte theoretische Prinzipien und Grundlagen wie das Konzept des Archivbestandes und das Prinzip der ursprünglichen Ordnung, das Provenienzprinzip, das Lebenszyklus-Konzept, die direkte Verbindung zwischen Bestandsbildner und Dokumenten sowie die Notwendigkeit für den Archivar, in einer frühen Phase des Lebenszyklus der Dokumente einzugreifen. Die Archivwissenschaft hat spezifische Arbeitsweisen für die tägliche Facharbeit entwickelt und eingeführt, vor allem die Bedarfsanalyse, die Bewertung, Verzeichnung, Nutzbarmachung und Bestandserhaltung. Gegenwärtig wird die Praxis zunehmend von gesetzlichen und behördlichen Bestimmungen geleitet wie gleichzeitig von Fachstandards. Die Archivwissenschaft profitiert von sachkundigen Spezialisten, die in dynamischen Vereinen und Gemeinschaften mitwirken. Wenn auch die nötigen Ressourcen ungleich

verteilt bleiben, wurde doch ein tatsächlicher Fortschritt erreicht, und dieser muss konsolidiert werden.

Archivische Grundsätze und kulturelle Vielfalt: Widerspruch, Übergang oder Bedeutungswandel? Eine kanadische Sichtweise

Terry Cook

Dieser Aufsatz gibt die Stimmung und die Argumente der Ansprache in der Eröffnungssitzung auf der CITRA 2007 in der Stadt Quebec wieder, auf der dieser Gedanke zuerst geäußert wurde. Eine fachliche Spannung besteht zwischen den herkömmlichen Anschauungen über Archivtheorie, und auch dem eigentlichen Wesen der Theorie selbst, und der weltweiten Vielfalt, welche CITRA in der archivischen Praxis anzuerkennen und zu fördern bestrebt ist. Die herkömmliche Archivwissenschaft, die von dem kulturellen und historischen Milieu der europäischen Staatsverwaltungen des 19. Jahrhunderts hervorgebracht wurde, mag der Vielfalt hinderlich sein, die Bedürfnisse örtlicher Gemeinschaften übersehen, und es mag ihr nicht gelingen, auf die historischen Zusammenhänge einzugehen, die der Praxis inne wohnen. Die Kanadische Archivwissenschaft und Archivpraxis reagier-

ten wohl als erste darauf. Aufgrund des Wesens und der Geschichte des Landes hat Kanada sich zur Vielfalt bekannt, und archivierte Verfahren, Ansätze und Methoden verfolgt, die mehrschichtigen Sichtweisen Vorschub leisteten, und kam eher durch die Vielfalt zum Zusammenwirken, als dass diese hinderlich gewesen wäre. Kurz vorgestellte Beispiele umfassen solche kanadischen Ansätze wie das „Totale Archiv“, neue V erzeichnungsrichtlinien, eine landesweite Zusammenarbeit der Archive, Bewertung nach der Funktion des Aktenproduzenten, Zusammengehen von Bibliotheken und Archiven, und eine Darstellung des postmodernen Archivs. Diese Ideen können für andere Länder nützliche Verfahren bei der Umsetzung der ICA-Agenda für eine größere Vielfalt der Archive weltweit bieten.

Fachtheorie und Bibliothekspraxis (Powerpoint)

Sjoerd Koopman

Obwohl Bibliotheken seit Jahrhunderten Informationen und Wissen zugänglich machen, tun sie dies jetzt umfangreicher, schneller und für eine größere Leserschaft. Weltweit arbeiten mehr als 690.000 Bibliothekare in einer Million Bibliotheken und erbringen Dienstleistungen für etwa ein Sechstel der Weltbevölkerung, der sie verschiedenste Unterlagen zur Verfügung stellen, darunter immer mehr digitale und Online-Ressourcen. Der Internationale Verband der bibliothekarischen Vereine und Institutionen mit Sitz in Den Haag hat Mitglieder in 150 Ländern. Seine 45 Sektionen befassen sich mit verschiedenen Aspekten der Facharbeit, und er richtet jährlich einen großen internationalen Kongress aus.

Zwei Beispiele der Zusammenarbeit zwischen Bibliotheken und Archiven (Powerpoint)

Ian E. Wilson und Lise Bissonnette

Seit etwa 10 Jahren vollzieht sich in beiden Berufsständen eine umfassende Reflexion der Fachaufgaben, und dies in einer Welt, die sich durch Internet und Digitalisierung verändert hat. Erkennbar ist die Rolle der Bibliotheken in der Gesellschaft beträchtlich gewachsen, während sich die Benutzerschaft der Archive erweitert und diversifiziert hat. Übereinstimmung besteht bei den Konzepten eines „one-stop service“ sowie lokaler, nationaler und internationaler Netzwerke. Dies schließt ein aktives Aufeinander-Zugehen von Bibliotheken, Archiven, Museen und anderen kulturellen Institutionen ein. Kanada und Québec haben beschlossen, ihre nationalen Einrichtungen in diesem Bereich zusammenzuführen: Libraries and Archives Canada im Jahr 2004 und Bibliothèque et Archives nationales du Québec zwischen 2002 und 2006. Erwiesen sich Ausgangsanalyse und Zielstellung als vergleichbar, so sind Umsetzung und gewählte Modelle unterschiedlich, aber auf gleiche Weise interessant: während die LAC den Weg der Integration wählten, bevorzugten die BANQ die Angleichung.

Zusammenarbeit zwischen Museen und Archiven - die Museen als Archive von Samoa

Ulrike Hertel und Sina Ah Poe

Da es sich bei Samoa um ein Land mit einer mündlichen Überlieferung und ausgeprägter lebendiger Kultur handelt, wurde erst kürzlich die Notwendigkeit der Errichtung eines Nationalmuseums und Nationalarchivs erkannt. Das Museum wurde 1999 eröffnet und ein kleiner, gemeinsamer Mitarbeiterstab für Museum und Archiv eingestellt. Obwohl eigene Räumlichkeiten für das Archiv erst im Jahre 2001 bezogen werden konnten

und die baulichen Verhältnisse weiterhin problematisch sind, und trotz beschränkter Mittel, gab es positive Entwicklungen: Australische Stellen konnten beratend tätig werden und den Ministerien konnten ordentliche Hilfestellungen und Schulungen zur geordneten Registraturverwaltung gegeben werden. Die Benutzerbetreuung wurde kundenorientiert verbessert.

Zusammenarbeit zwischen Archiven, Bibliotheken und Museen – Bedingungen für den Erfolg

Kjell Nilsson

Es gibt verschiedene Modelle für die Zusammenarbeit zwischen Archiven, Bibliotheken und Museen. Sie kann durch einen institutionellen Zusammenschluss, die Gründung einer Koordinierungsstelle oder durch informelle Vereinbarungen zwischen den Institutionen erfolgen. Schweden blickt auf eine lange Tradition der Zusammenarbeit zurück, die 2004 mit der Gründung des „ABM-centrums“ kulminierte. Der Erfolg von Kooperationsprojekten hängt im Allgemeinen von vielen Faktoren ab: dem Bedarf an Zusammenarbeit, dem Erkennen dieses Bedarfs und der Fähigkeit, in den unterschiedlichen institutionellen Kulturen gemeinsame Ziele abzustimmen, sowie von den entsprechenden Umsetzungsmechanismen. Die Zusammenarbeit ist nicht nur auf nationaler, sondern auch auf europäischer und sogar internationaler Ebene möglich.

Zusammenarbeit zwischen Archiven, Bibliotheken und Museen: Voraussetzungen für Erfolg

Atakilty Asgedom

Archive, Bibliotheken und Museen haben viel gemeinsam und sind auch in vielem unterschiedlich, weshalb sie in der Vergangenheit getrennt in Erscheinung traten. Die Ähnlichkeiten kreisen um ihre Rolle als Lieferanten von Grundlagen für Erziehung

und Bildung im Bereich des kulturellen Erbes, und die Tatsache, dass die Benutzer selbst wegen der zunehmenden Informations- und Kommunikationstechnologien die drei Arten von Einrichtungen kaum unterscheiden. Die Angehörigen der betreffenden Berufstände müssen auch zunehmend die Ähnlichkeiten ihrer Fachrichtungen würdigen und untersuchen, wie Zusammenarbeit nicht nur dem Benutzer dient, sondern den Einrichtungen selbst. Eine Untersuchung durch Fachkräfte der Bereiche des kulturellen Erbes und ihrer Benutzer in Äthiopien bestätigte, dass die Zusammenarbeit sowohl aus der Sicht der Benutzer wie auch der Einrichtungen erstrebenswert ist, obwohl sie nicht nur unter dem Gesichtspunkt der Kosteneinsparung durchgeführt werden sollte. Die Analyse kam zu dem Schluss, dass eine Untersuchung internationaler Praxis und Trends einer abschließenden, für Äthiopien richtigen Entscheidung vorangehen sollte.

Archivierung und die Modernisierung der öffentlichen Verwaltung in Frankreich: ein Beispiel fruchtbarer Zusammenarbeit von zwei Zentralverwaltungen

Martine de Boisdeffre and Gabriel Ramanantsoavina

Im Jahre 2004 begann die französische Regierung mit einem ehrgeiziges Programm zur Einführung der elektronischen Verwaltung. Dieses Programm wurde dann von der Generaldirektion für die Modernisierung des Staats (Direction générale de modernisation de l'Etat, abgekürzt DGME), übernommen, die beim Ministerium für Finanzen und Staatsreform angesiedelt ist. Eines der im Konzept des Programms aufgezählten Projekte war von der Direktion der französischen Staatsarchive (Direction des archives de France, DAF) vorgeschlagen worden und betrifft die elektronische Archivierung. Sowohl die DGME und die DAF führen Informationsprogramme zu Fragen der elektronischen Archivierung durch. Sie

erarbeiten zusammen eine Grundlage sowohl für einen Standard für Referenzierung und Datenaustausch wie auch die elektronische Archivierung selbst. Die Verfasser bringen zwei Beispiele darüber, wie die beiden Vorhaben sich ergänzen: Sowohl bei dem Standard zum Datenaustausch wie auch der 2007 durchgeführten Rechnungsprüfung der Archivierung von Unterlagen des Ministeriums brachte die DAF das Fachwissen und die DGME ein Verfahren ein. Die spartenübergreifenden Aktivitäten der DAF und ihre Bekanntheit im Regierungsapparat wurden durch diese Zusammenarbeit gefördert, die seitdem unverzichtbar für den Modernisierungsprozess innerhalb des französischen Staates geworden ist.

Reform der Schriftgutverwaltung auf Bundesebene: Partnerschaft zwischen NARA und Bundesbehörden (Powerpoint)

Howard Lowell

Die „National Archives and Records Administration (NARA)“ der USA gaben im Jahr 2002 „Strategic Directions for Federal Records Management“ heraus, um auf sich ändernde Anforderungen an die Schriftgutverwaltung in digitaler Umgebung und im Zusammenhang mit den Vorschriften des Electronic Government Act von 2002 zu reagieren. Nachdem Hindernisse für ein effektives Schriftgutmanagement in den Bundesbehörden identifiziert wurden, arbeitet die NARA mit diesen in drei Bereichen zusammen: (1) Beratung und Kommunikation, (2) Strategie und Begleitung und (3) Einführung und Kontrolle. Hierbei sorgt NARA (1) dafür, dass die „richtige Botschaft an den richtigen Empfänger“ gelangt und neue Trainingsprogramme für verschiedene Interessengruppen der Schriftgutverwaltung eingeführt werden, (2) hat sie in Abstimmung mit den Beteiligten Leitlinien und Regelwerke, besonders für die elektronische Schriftgutverwaltung, überprüft oder erstellt, und (3) entwickelt sie durch Pilotprojekte neue Werkzeuge für

die Implementierung der Verfahren und zur Sicherung ihrer Nachprüfbarkeit.

Records Management bei der Verwaltung: Erfahrungsbericht aus Malaysia

Sidek Jamil

Seit dem Gesetz über das Nationalarchiv vom Jahre 2003 ist das Nationalarchiv von Malaysia (NAM) für das Records Management bei der öffentlichen Verwaltung zuständig. Dies hat es NAM ermöglicht, seine Arbeit innerhalb der Behörden auszuweiten, insbesondere im Bereich der elektronischen Aktenführung, der zuvor in Unordnung geraten war. Die Entscheidung von 2006, NAM mit der Federführung bei den elektronischen Registraturverwaltungssystemen zu betrauen und der Erfolg des damit verbundenen e-SPARK-Projekts führten, sowohl zu einer besseren Registraturverwaltung wie auch einem vermehrten Ansehen von NAM selbst. Die Veröffentlichung von Standards und Protokollen durch NAM und die sichtbaren Vorteile der gemeinsamen Arbeit mit den Behörden haben die Unterstützung der Regierung für die Registraturbeteiligung von NAM vermehrt. Dies hat es NAM wiederum auch ermöglicht, seine Bemühungen um die Bestandserhaltung zu verbessern, vor allem im Bereich der elektronischen Unterlagen.

Die digitale Weltbibliothek (Powerpoint)

John Van Oudenaren

Die Digitale Weltbibliothek (WDL) wurde vom Bibliothekar der amerikanischen Kongressbibliothek, James H. Billington, im Juni 2005 vorgeschlagen. Das Projekt soll auf Grundlage der Erfahrung der amerikanischen Kongressbibliothek und anderer Nationalbibliotheken und kultureller Einrichtungen eine Sammelstelle wichtiger Primärquellen sein, welche die Kulturen aus aller Welt repräsentieren. Man wird vor allem einmalige und seltene Dokumente digitalisieren, einschließlich Handschriften,

Karten, seltenen Büchern, Partituren und Tonaufnahmen, Filmen, Drucken und Fotografien, Architekturzeichnungen und anderem Material. Man wird diese Unterlagen online zugänglich machen, kostenfrei und über eine mehrsprachige Oberfläche. Die Powerpointpräsentation stellt einen Prototyp der WDL dar, die auf der UNESCO Generalkonferenz im Oktober 2007 vorgestellt wurde.

Die Europäische digitale Bibliothek: Eine vierspurige Straße

Perry Moree

Die Europäische Digitale Bibliothek ist ein Projekt der Europäischen Kommission, das von der niederländischen Nationalbibliothek geleitet wird und Bibliotheken, Archive und Museen einbindet. Ziel ist es, bis 2010 Zugang zu Europas „dezentralem kulturellen Erbe“ zu schaffen und 6 Millionen Bücher, Filme, Fotos, Manuskripte und anderes Kulturgut online bereitzustellen. Eine Datenbank wird den Benutzern eine integrierte Suche in einer Vielzahl von Institutionen ermöglichen, wobei Tiefe und Detailliertheit der Information allerdings variieren können.

Internationale Zusammenarbeit bei Ausbildungsmaterialien im Zentrum einer Sprachgemeinschaft: das Internationale Frankofone Archivportal (PIAF)

Gérard Ermisse und Papa Momar Diop

Als Reaktion auf die Initiativen des ICA für die anglophone Gemeinschaft wurde PIAF auch deswegen entwickelt, um überallerkennbare Lücken bei Ausbildungsunterlagen für Archivare zu schließen. Seit seinem Start 2005 entwickelt sich das Portal weiter, und eine erste Sektion, mit 14 Modulen, wurde durch eine zweite vervollständigt, die Informationswerkzeuge enthält (Adressverzeichnis für Dienstleistungen,

Bibliografie, Texte und Dokumente, ein terminologisches Wörterbuch...). Dies ermöglicht die Kommunikation zwischen Archivaren die eine gemeinsame Sprache sprechen, aber fachlich in verschiedenen kulturellen Umgebungen tätig sind. Papa Momar Diop erläutert die Schwierigkeiten der Archivarsausbildung im frankofonen Westafrika und die Vorteile von Online-Werkzeugen. Die Möglichkeiten internationaler Zusammenarbeit sind begrenzt, und PIAF überwindet wirtschaftliche und administrative Probleme, die die Leistungsfähigkeit der frankofonen Länder der südlichen Hemisphäre beeinträchtigen. Gleichzeitig erlaubt es die Teilhabe am archivarischen Fachwissen innerhalb der frankofonen Gemeinschaft. Papa Momar Diop wirbt dafür, PIAF für alle Archivinstitutionen zu mobilisieren, in entwickelten Ländern ebenso wie in weniger entwickelten.

Die Rolle eines Archivs des 21. Jahrhunderts (Powerpoint)

Natalie Ceeney

Natalie Ceeney zeigt, warum der Schritt von der Rolle eines Bewahrers von Unterlagen zu einer aktiveren Anteilnahme an dem Umgang mit Information der Verwaltung nicht nur wichtig sondern notwendig ist. Sie stellt ihre Sichtweise vor, warum das herkömmliche Denkmuster der Archivierung in einer sich wandelnden Welt neuer Technologien und unterschiedlicher Entscheidungsprozesse der Verwaltung zusammenbricht, und in einer Umgebung, in der der Unterschied zwischen dem einzelnen Schriftstück und einem Kernstück der Information zunehmend verwischt wird. Sie trägt vor, dass die Unfähigkeit diese Frage zu erkennen, bedeutet, das ein Nationalarchiv schließlich die wesentlichen Unterlagen nicht mehr erhält, eine völlig unhaltbare Position für jedes Archiv. Statt dessen zeigt sie jene Führungsrolle, die ein Nationalarchiv spielen sollte, die sie mit Beispielen der augenblicklichen diesbezüglichen Handlungsweise des Nationalarchivs des Vereinigten Königreichs erläutert.

Der Paradigmenwechsel bei den Archiven in der Informationsgesellschaft: Vom Bewahrer zum Informationsverwalter (Powerpoint)

Ross Gibbs

In den herkömmlichen Lebenszyklusmodellen setzt die Tätigkeit der Archive ein, wenn die Aktenproduzenten eine bestimmte Menge an zu bewertenden Unterlagen angesammelt haben, mit der Folge, dass archivwürdige Unterlagen dem Archiv übergeben werden. In jüngster Zeit haben jedoch Veränderungen von technischen Verfahren und von Arbeitsabläufen die Notwendigkeit für die Archivare erkennen lassen, auch Einfluss auf die Entstehung der Unterlagen und die Registraturverwaltung zu nehmen, um sicher zu stellen, dass die richtigen Unterlagen ordnungsgemäß entstehen und verwahrt werden. Es ist allerdings grundsätzlich schwierig, mit schwer beschäftigten Beamten über ordnungsgemäße Aktenführung zu verhandeln. Oft werden sie ein Interesse der Archivare an den Umständen der Entstehung der Unterlagen als Aufzäumen des Rosses vom Schweif her, eher als unangebracht und hinderlich, denn als nützlich einstufen. Um zu einer geordneten Entstehung der Unterlagen beizutragen, muss die Beteiligung an der Entstehungsphase als förderlich für den Geschäftsgang dargestellt werden. Im Zeitalter der Informationsgesellschaft und des eGovernment, in dem die Grenzen zwischen Textdokumenten und anderen Arten der Information zunehmend verschwimmen, wird man eher Gehör finden, wenn man darüber spricht, wie man die Gewinne aus den sehr hohen Investitionen im Informationsbereich erhöhen kann als mit Ausführungen über eine ordentliche Registraturverwaltung. Wenn wir nicht lernen, uns der Sprache der Verwaltung zu bedienen, werden zentrale Entscheidungen über grundlegende Investitionen zur Registraturführung weiterhin ohne Berücksichtigung zweck-

mäßiger Verfahren und Arbeitsabläufe der Informationsverwaltung und Informationspraxis getroffen werden. Diese Präsentation beschreibt Bemühungen in Australien und dem Vereinigten Königreich, um den Archiven eine Führungsrolle bei der Informationsverwaltung der Regierung zu verschaffen - ein Paradigmenwechsel, der die Notwendigkeit betont, die Dokumente als wichtige und integralen Bestandteil einer übergreifenden Informationsverwaltung darzustellen, bei Mehrfachnutzung, öffentlicher Verantwortlichkeit und bürgerorientierter Dienstleistung.

Der Paradigmenwechsel für Archive in der Informationsgesellschaft: Vom Informationsbewahrer zum Informationsmanager

Viktoras Domarkas

Wie in anderen Ländern stehen auch in Litauen die Archive vor einem Paradigmenwechsel. In den 1990-er Jahren mussten sie auf den Zusammenbruch des totalitären Regimes und den Aufbau einer Zivilgesellschaft reagieren. Herausforderungen für die Archivverwaltungen im Zusammenhang mit dem Übergang zur Demokratie und dem Entstehen neuer Bedürfnisse waren die wachsende Nachfrage nach Auskünften zu Beweiszwecken, ein riesiger Anstieg der Benutzerzahl, eine unzureichende Schriftgutverwaltung und fehlende gesetzliche Regelungen. Ebenso wirkten sich auf nationaler Ebene globale Entwicklungen wie der Bedeutungsgewinn der IT oder die wachsende Verantwortlichkeit der Verwaltung aus. Das Archivgesetz, das vom Informationszugangsrecht ausgeht und dem Nationalarchiv wichtige Befugnisse im nationalen Informationsmanagement überträgt, war der Schlüssel für den Übergang vom Informationsbewahrer zum Informationsmanager, während die neue Orientierung auf den Kunden bei den Archivmitarbeitern einen Mentalitätswandel erfordert hat. Ein Wandel ist oft schmerzhaft,

aber er ist notwendig, und die Vorteile liegen auf der Hand.

Kapitalertrag vs. globale Solidarität – Widerspruch oder Ergänzung?

Helena Leonce

Während die „Globalisierung“ offensichtlich zahlreiche ökonomische Konsequenzen hat, zielt „globale Solidarität“ auf einen weitaus umfangreicheren Aufgabenbereich und vereint unterschiedliche Länder, die dennoch sehr ähnliche Ziele bei der gesellschaftlichen Entwicklung, den Menschenrechten und der Bekämpfung der Armut verfolgen. Das Beispiel der Karibik zeigt, wie die verschiedenen internationalen Organisationen Länder an einen Tisch bringen, um die gemeinsamen Probleme in Angriff zu nehmen. Mit dem Curaçao-Konsens hat auch der ICA die Notwendigkeit erkannt, im Bereich von Archiven und Schriftgutverwaltung besser auf die Globalisierung zu reagieren. Die Bedeutung von Archiven zu fördern, ist besonders in Entwicklungsländern mit vielen konkurrierenden Prioritäten schwierig, doch mit Unterstützung des ICA und in Zusammenarbeit mit regionalen Organisationen wie der CARBICA können Probleme bei der Ausbildung, dem erweiterten Zugang zum Kulturerbe, der Förderung der Informationsfreiheitsgesetze oder dem Katastrophenschutz angepackt werden.

Kapitalertrag vs. globale Solidarität – Widerspruch oder Ergänzung

Setareki Tale

Vergleichbar mit effektiven Hilfsprogrammen ist, die nicht kurzfristige Verbesserungen anstreben, sondern langfristige Lösungen, müssen Archivare in Entwicklungsländern nach Wegen suchen, wie sie zum nachhaltigen Wohlstand ihres Landes beitragen können. In der Südpazifik-Region haben die PARBICA-Mitglieder einige sehr wirkungsvolle Partnerschaften gebildet,

die mit einer ganzen Palette von Initiativen die gewünschten Langzeiteffekte erreichen werden. Eine kontinuierliche internationale Zusammenarbeit dieser Art ist unerlässlich, wenn die kleinen Archivverwaltungen im Südpazifik die archivfachlichen Anforderungen ihrer Regierungen und Länder erfüllen sollen.

Ergebnisse der Sitzung der Leiter der Nationalarchive

Jussi Nuorteva

Zum ersten Mal während der CITRA fand eine spezielle Sitzung für die Leiter der Nationalarchive statt; diese Neuerung wurde gut aufgenommen, die Diskussion war lebhaft. Die Themen der zwei Plenarsitzungen waren: Der Paradigmenwechsel für Archive in der Informationsgesellschaft: Vom Informationsbewahrer zum Informationsmanager sowie Kapitalertrag vs. globale Solidarität – Widerspruch oder Ergänzung? Die erste Sitzung thematisierte die geänderte Rolle und Verantwortung von Archiven (mit Geltung für Länder beim Übergang zur Demokratie ebenso wie für Länder mit stabilen demokratischen Traditionen), die Bedeutung des Informationsaustauschs und den ständigen Leistungsvergleich um die besten Lösungen. Die zweite Sitzung hob den Bedarf einer globalen archivarischen Solidarität hervor und unterstrich den Nutzen aus sowie den Bedarf an Projekten der internationalen Zusammenarbeit.

Resúmenes

¿En qué se ha convertido la Archivística en 2007? Una disciplina académica reconocida

Carol Couture

En treinta años la Archivística moderna se ha convertido en una profesión reconocida en la sociedad y en una disciplina por derecho propio en las universidades. El autor destaca los principios y fundamentos teóricos que están ampliamente aceptados, tales como el concepto de fondo de archivo y el principio de respeto al orden original, el principio de procedencia, el concepto del ciclo vital de los documentos, el vínculo directo existente entre las actividades del productor y la documentación generada, y la necesidad de intervenir en la primera fase del ciclo vital de los documentos. La Archivística ha desarrollado y establecido sus propias funciones adecuadas al trabajo diario de los profesionales, tales como las más destacables de análisis de necesidades, valoración y selección, descripción, difusión y conservación. En la actualidad, la práctica profesional está cada vez más y más dirigida por los sistemas legales y reglamentarios así como por los estándares profesionales. La Archivística se beneficia de especialistas competentes que colaboran en dinámicas asociaciones. Aunque los recursos necesarios

siguen siendo distribuidos de forma desigual, se ha conseguido un progreso real que es necesario consolidar.

Principios archivísticos y diversidad cultural: ¿Contradicción, convergencia o cambio paradigmático? Perspectiva canadiense

Terry Cook

Este informe refleja el tono y argumentos de la sesión de apertura de la CITRA de 2007 celebrada en la ciudad de Québec. Existe una tensión profesional entre la noción tradicional de la teoría archivística y la naturaleza de hecho de la teoría en sí misma, y la diversidad global que la CITRA busca reconocer y proporcionar en la práctica archivística. La teoría tradicional, que surgió de un medio histórico y cultural determinado como era el de las burocracias administrativas de la Europa del siglo XIX, puede chocar contra la diversidad, obviar las necesidades de las comunidades locales y dejar de apreciar las contingencias históricas que son inherentes a la práctica. La teoría y práctica archivísticas canadienses, quizá las primeras en el mundo archivístico, reaccionaron frente a esta concepción. Debido a la naturaleza e historia del país, Canadá ha celebrado la diversidad y buscado conceptos archivís-

ticos, estrategias y metodologías que han animado múltiples puntos de vista, y encontrado cooperación a través de la diversidad en vez de a pesar de ella. Los ejemplos brevemente explicados incluyen la perspectiva canadiense del "archivo total", los nuevos estándares de descripción, una red archivística nacional, la macro selección y valoración más inclusiva, los puntos de convergencia entre bibliotecas y archivos, y la articulación del archivo postmoderno. Estos conceptos pueden ofrecer útiles modelos para otros países para avanzar la agenda del CIA en cuanto a conseguir una mayor diversidad en los archivos del mundo.

La teoría y la práctica profesional de las bibliotecas (Powerpoint)

Sjoerd Koopman

Aunque las bibliotecas llevan proporcionando acceso a la información y al conocimiento durante siglos, ahora están haciendo más, más rápidamente y para un público más amplio. Existen más de 690,000 bibliotecarios en todo el mundo trabajando en un millón de bibliotecas y sirviendo a cerca de 1/6th de la población mundial a la que permiten el acceso a todo tipo de recursos, especialmente a una amplia gama, siempre en expansión, de recursos digitales y online. La Federación Internacional de Asociaciones e Instituciones de Bibliotecas, con sede en La Haya, tiene miembros en 150 países. Sus 45 secciones tratan con diferentes aspectos del trabajo profesional y celebra anualmente un gran congreso internacional.

Dos ejemplos de cooperación entre Bibliotecas y Archivos (Powerpoint)

Ian E. Wilson y Lise Bissonnette

Durante cerca de diez años, ambas profesiones han estado embarcadas en un proceso de reflexión profunda sobre el contenido de sus funciones en un entorno transformado por Internet y encaminado

hacia el mundo digital. El papel de las bibliotecas se ha incrementado considerablemente mientras que los usuarios de archivos se han diversificado y ampliado. Se alcanzó el consenso sobre los conceptos sobre un servicio único y las redes locales, nacionales e internacionales. Esto implica una activa convergencia entre bibliotecas, archivos y museos y otras instituciones culturales. Canadá y Québec eligieron fusionar sus instituciones en este campo: Bibliotecas y Archivos de Canadá en 2004 y Biblioteca y Archivo Nacionales de Québec entre 2002 y 2006. Pero si el análisis y la inspiración son comunes, la implementación y los modelos elegidos son distintos pero igualmente interesantes: mientras BAC eligió la integración, Québec prefirió la armonización.

Cooperación entre Archivos y Museos – El Museo y Archivo de Samoa

Ulrike Hertel y Sina Ah Poe

Como país de tradición oral y fuerte cultura, no se ha producido hasta hace poco la necesidad de establecer un museo y archivo nacionales. El Museo se inauguró en 1999 y se creó una reducida plantilla de personal conjunta para museo y archivo. Aunque hasta 2001 no se aseguró unas instalaciones especiales para el Archivo y las obras del edificio continúan teniendo problemas, y a pesar de los recursos limitados, se han producido algunos avances positivos: se ha dispuesto una consultoría de Australia, unas directrices de gestión documental estructurada y se ha proporcionado formación a los ministerios. La atención al usuario ha mejorado con servicios adaptados a sus necesidades.

Cooperación entre Archivos, Bibliotecas y Museos – Condiciones para el éxito

Kjell Nilsson

Existen diferentes modelos para la cooperación entre archivos, bibliotecas y

museos. Puede establecerse a través de una fusión institucional, por el establecimiento de un organismo coordinador, o mediante un acuerdo informal entre instituciones individuales. En Suecia ha habido una larga historia de cooperación, que culminó en 2004 con el establecimiento de un centro ALM para coordinar actividades de colaboración. En general, el éxito de las aventuras de cooperación depende de cierto número de factores: la necesidad de cooperación, el reconocimiento general de la necesidad y la posibilidad de adaptar diferentes culturas institucionales para acordar lo que se necesita hacer, y las herramientas necesarias para hacerlo. La cooperación a nivel nacional puede repetirse a nivel europeo e incluso internacional.

Cooperación entre Archivos, Bibliotecas y Museos: Condiciones para tener éxito

Atakilty Asgedom

Los Archivos, Bibliotecas y Museos tienen muchas semejanzas así como ciertas diferencias que han resultado, en el pasado, de actuar por separado. Las semejanzas se centran en su papel como proveedores de oportunidades para la educación y el aprendizaje sobre patrimonio cultural y el hecho de que, a causa del crecimiento de las tecnologías de la información y la comunicación, los mismos usuarios hacen pocas distinciones entre los tres tipos de instituciones. Los profesionales deben por su parte comenzar a apreciar esas semejanzas entre sus respectivas disciplinas e identificar la manera en que el trabajo de cooperación puede beneficiar no sólo al usuario, sino también a las propias instituciones. Una encuesta a los profesionales del patrimonio cultural y a los usuarios en Etiopía ha confirmado que el trabajo en equipo era deseado tanto por los usuarios como por las instituciones, aunque no debería abordarse exclusivamente desde el punto de vista de la eficacia de costes. El análisis concluyó que se necesitaría una encuesta sobre las prácticas y tendencias internacionales antes de tomar una decisión

final apropiada para Etiopía.

Función archivística y modernización del sector público en Francia: un ejemplo de colaboración fructífera entre dos administraciones centrales

Martine de Boisdeffre and Gabriel Ramanantsoavina

En 2004 el gobierno francés lanzó un ambicioso programa de desarrollo de la administración electrónica. Este programa fue luego asumido por la Dirección General de Modernización del Estado (Direction générale de modernisation de l'Etat, o DGME), que depende del Ministerio de Presupuestos y Reformas Estatales. Uno de los proyectos identificados por el plan de acción del programa fue propuesto por la Dirección de los Archivos de Francia (DAF) y se refiere al archivo digital. Tanto la DGME como la DAF llevan programas de concienciación sobre la cuestión del archivo digital; de elaboración conjunta de un marco de referencia y normalización del intercambio de datos, así como de una plataforma para el archivo electrónico. Los autores proporcionan dos ejemplos sobre la naturaleza complementaria de ambos empeños: en el caso de la norma de intercambio de datos y de la auditoría llevada a cabo en 2007 sobre archivo de documentos en los ministerios, la DAF puso sobre la mesa la experiencia archivística y la DGME una metodología. Las actividades interministeriales de la DAF y su visibilidad en la administración se vieron reforzadas gracias a esta colaboración, que desde entonces se ha convertido en indispensable en el proceso de modernización del Estado francés.

Reforma de la gestión documental en el entorno federal: colaboración entre el NARA y las agencias federales (Powerpoint)

Howard Lowell

El norteamericano National Archives and Records Administration (NARA) publicó sus Directrices Estratégicas para la Gestión de Documentos Federales en 2002 en respuesta a las nuevas demandas de gestión documental en el entorno electrónico y dentro del contexto de los requisitos de la Ley de Administración Electrónica de 2002. Para tratar estos nuevos desafíos y tener identificados los impedimentos para que las agencias federales gestionen adecuadamente sus documentos, el NARA está trabajando con las oficinas en tres áreas específicas: (1) promoción y comunicación (2) políticas y directrices y (3) implementación y garantías. Dentro de estas áreas el NARA (1) está trabajando para comunicar el "mensaje correcto a las personas adecuadas" y ha introducido nuevos programas de formación dirigidos a diferentes grupos de responsables de gestión documental; (2) ha revisado o publicado nuevas directrices y regulaciones, especialmente para gestión de documentos electrónicos, en asociación con grupos de responsables y (3) a través de proyectos piloto, ha desarrollado nuevas herramientas para ayudar en la implementación y asegurar la responsabilidad.

Gestión documental en la Administración: la experiencia de Malaysia

Sidek Jamil

Desde que se aprobó la Ley del Archivo Nacional en 2003, el Archivo Nacional de Malaysia (ANM) es responsable de la gestión documental del sistema archivístico del sector público. Esto ha permitido al ANM extender su trabajo a las oficinas de la administración, particularmente en el área de archivo electrónico que estaba en una

situación previa muy confusa. La decisión tomada en 2006 de encargar al ANM liderar los sistemas de gestión documental electrónica y el éxito del proyecto e-SPARK a ellos asociados, ha resultado tanto en una mejor gestión documental como en elevar el perfil del mismo ANM. La adopción de estándares y protocolos del ANM y los beneficios evidentes derivados del trabajo conjunto entre el ANM y las unidades administrativas ha aumentado el apoyo gubernamental para sus funciones de gestión de documentos. Por otra parte le ha permitido mejorar en el área de conservación archivística, sobre todo en el ámbito de los documentos electrónicos.

La Biblioteca Digital Mundial (Powerpoint)

John Van Oudenaren

La World Digital Library (WDL) fue propuesta por el Bibliotecario del Congreso James H. Billington en junio de 2005. El proyecto pretende desarrollar, dada la experiencia de la Biblioteca del Congreso y otras bibliotecas nacionales e instituciones culturales, un repositorio de materiales primarios significativos que representen las culturas de todo el mundo. Se centrará en digitalizar materiales únicos y raros, incluyendo manuscritos, mapas, libros raros, partituras musicales, registros sonoros, películas, impresos y fotografías, dibujos arquitectónicos y otros materiales. Permitirá el acceso on-line, libre de cargas, a través de una interface multilingüe. La presentación muestra un prototipo de la WDL presentado a la Conferencia General de la UNESCO en octubre de 2007.

La Biblioteca Digital Europea: una calle de cuatro sentidos

Perry Moree

La Biblioteca Digital Europea es un proyecto de la Comisión Europea conducido por la Biblioteca Nacional de Holanda, que implica a bibliotecas, archivos y museos. Su objetivo es proporcionar acceso al "patrimo-

nio cultural disperso" de Europa y pretende dar acceso a 6,000,000 libros, películas, fotografías, manuscritos y otros trabajos culturales hacia 2010. El acceso a la base de datos permitirá al investigador conducir una búsqueda integrada a través de una enorme cadena de instituciones, aunque con la advertencia de que la profundidad y detalle de la información encontrada puede variar.

Cooperación internacional en materiales formativos en el centro de una comunidad lingüística: Portal Internacional de Archivos de la Francofonía (PIAF)

Gérard Ermisse and Papa Momar Diop

Concebido como respuesta a las iniciativas del Consejo Internacional de Archivos para la comunidad anglófono, PIAF ha sido desarrollado también para llenar las lagunas existentes en los materiales formativos destinados a la profesión archivística en todos los países francófonos. Desde su lanzamiento en 2005, el Portal continúa evolucionando y la primera sección, compuesta por 14 módulos, fue completada por una segunda sección que comprende herramientas documentales (directorio de servicios, bibliografía, textos y documentos, diccionario de terminología...). Permite la comunicación entre los archiveros que comparten la lengua francesa pero que practican la archivística en entornos culturales diversos. Papa Momar Diop explica las dificultades de la formación archivística en el África Occidental francófona y las ventajas de una herramienta online. La cooperación internacional ha demostrado sus límites y PIAF permite superar los obstáculos económicos y administrativos que merman la capacidad de los países francófonos del hemisferio sur. Asimismo ofrece la oportunidad de compartir conocimiento archivístico dentro de la comunidad francófona. Papa Momar Diop está liderando una campaña para movilizar PIAF para todas las instituciones en países desarrollados y en los que lo están menos.

El papel de un archivo del siglo XXI (Powerpoint)

Natalie Ceeney

Natalie Ceeney muestra por qué el paso de ser "conservadores" de documentos a desarrollar un papel más proactivo de gestión de la información administrativa, no es solamente importante sino esencial. Proporciona su perspectiva sobre la razón por la que se está hundiendo el paradigma de la gestión documental administrativa en un mundo cambiante de nuevas tecnologías, de diferentes procedimientos en la toma de decisiones administrativas y en un entorno en el que la distinción entre un documento y una pieza clave de información es cada vez más borrosa. Argumenta que el fallo en entender y gestionar esta situación significa que un Archivo Nacional puede simplemente dejar de recibir documentos importantes, situación ésta que resulta completamente insostenible para cualquier archivo. Por ello la autora da una idea del tipo de liderazgo que debe jugar un Archivo Nacional y la ilustra a través de ejemplos de lo que los Archivos Nacionales del Reino Unido están actualmente haciendo en este campo.

El cambio paradigmático de los Archivos en la Sociedad de la Información: de conservadores a gestores de información (Powerpoint)

Ross Gibbs

En los modelos tradicionales del ciclo vital de los documentos, el trabajo de las instituciones archivísticas comienza cuando los productores de documentos tienen un conjunto de documentos que necesitan ser valorados y seleccionados y que debe terminar en la transferencia de documentos con valor archivístico para su custodia en archivos. Más recientemente, sin embargo, los cambios en la tecnología y en las prácticas de trabajo han resaltado la necesidad de que los archiveros se vean implicados e influyan en la creación de documentos

y en la gestión de cara a asegurar que los documentos correctos son creados y conservados adecuadamente. Hablar a funcionarios ocupados sobre un archivo bien llevado es de hecho inherentemente difícil. A menudo pensarán que se trata de “la cola que menea al perro” – lo verán más como una molestia absurda que como un valor añadido. De cara a asegurar que los archivos se lleven correctamente, el compromiso de los archiveros de trabajar en primera línea necesita ser visto para ser un apoyo para los responsables de asuntos de envergadura. En la era de la sociedad de la información y de la administración electrónica cuando los límites entre “documentos” y otras clases de información están siendo cada vez más borrosos, hablar sobre cómo maximizar ganancias (muy considerables) en inversiones en ventajas obtenidas por una buena información es mucho más probable que se reciba favorablemente que hablar de llevar bien el archivo. A menos que aprendamos a empezar a hablar su lenguaje clave, las decisiones sobre las inversiones que afecten a las capacidades de archivo de la administración continuarán haciéndose a espaldas de las estrategias y prácticas de buena gestión de la información. Esta presentación describe las ideas llevadas a cabo en Australia y en el Reino Unido para posicionar a las instituciones de archivo como líderes en la gestión de la información administrativa – un cambio paradigmático que enfatiza la importancia de colocar a los documentos en el puesto de componente vital e integral de “unión” de la gestión de la información administrativa, interoperabilidad, responsabilidad y prestación de servicios centrada en el ciudadano.

El cambio paradigmático en los archivos en la sociedad de la información: de conservadores a gestores de información

Victor Domarkas

Como en todas partes, Lituania está teniendo que responder al cambio paradigmático en los archivos. Los archivos lituanos

han respondido ya al gran cambio que siguió la caída del régimen totalitario y el establecimiento de la sociedad civil en la década de 1990. La transición a la democracia facilitó también un cambio en la concepción de los archivos que empezaron a responder a las nuevas demandas: la creciente solicitud de evidencias documentales; el enorme crecimiento del número de visitantes; la pobre gestión documental; y la falta de un marco legal. El desarrollo global de cuestiones como el crecimiento de las tecnologías de la información y los requisitos de responsabilidad tuvieron también un impacto a nivel nacional. La Ley de Archivos, que regula el derecho de acceso a la información y asigna al Archivo Nacional el mandato de contribuir a la gestión de la información nacional, fue el factor clave en la transición de conservador y custodio de archivos a gestor de la información, mientras que la orientación hacia los nuevos usuarios requiere un cambio de mentalidad en el personal de archivos ya existente. Los cambios resultan a menudo penosos, pero son necesarios y los beneficios evidentes.

Regreso a la inversión versus solidaridad global: ¿complementarios o contradictorios?

Helena Leonce

Mientras que la globalización presenta muchas y obvias consecuencias económicas, la “solidaridad global” tiene un cometido mucho más amplio, reuniendo a muy diferentes países que, sin embargo, tienen objetivos muy similares en términos de desarrollo comunitario, derechos humanos y erradicación de la pobreza. Tomando el Caribe como ejemplo, podemos ver que muchas organizaciones internacionales diferentes convocan a diferentes países para tratar temas comunes. Con el Consenso de Curaçao, el propio CIA reconoció la necesidad de responder más apropiadamente a la globalización en términos de gestión de archivos y documentos. Promover la importancia de los archivos es particularmente difícil en

países en desarrollo que tienen prioridades muy conflictivas, pero el apoyo del CIA, en asociación con organizaciones regionales como CARBICA, es vital a la hora de tratar los temas como la formación, la apertura del acceso al patrimonio documental, la promoción de legislación sobre libertad de información, la respuesta a los desastres, etc.

Retorno a la inversión versus solidaridad global: ¿contradictorios o complementarios?

Setareki Tale

Los programas de ayuda más efectivos son los que tienen un impacto en el desarrollo a largo plazo, más que aquellos que proporcionan un alivio sólo a corto plazo para problemas inmediatos. Los archiveros en los países en desarrollo deben buscar cómo identificar las formas en las que pueden contribuir al bienestar futuro de su pueblo. En el Pacífico Sur, los miembros de PARBICA han realizado algunos acuerdos muy efectivos mediante diversas iniciativas que tendrán efectos similares a largo plazo. Continuar la cooperación internacional de este tipo es vital porque los pequeños servicios de archivos del Pacífico Sur están para apoyar las necesidades de archivo de sus administraciones y sus pueblos.

los servicios de archivo (aplicable a los países en fase de transición a la democracia y a aquellos con gobiernos democráticos estables), la importancia del intercambio de ideas y de tener como punto de referencia constante las buenas prácticas. La segunda subrayó la necesidad de la solidaridad profesional a nivel global y enfatizó los beneficios y la necesidad de la inversión en proyectos de cooperación internacional.

Conclusiones de la sesión de Archiveros Nacionales

Jussi Nuorteva

Era la primera vez que la CITRA organizaba una sesión específicamente dedicada a los archiveros nacionales; la iniciativa fue bien recibida y se mantuvo una animada discusión. Las dos sesiones plenarias abordaron El cambio paradigmático de los Archivos en la sociedad de la información: de conservadores a gestores de información y Retorno a la inversión versus solidaridad global: ¿contradicción o complemento? La primera sesión trató el tema de los cambios en las funciones y responsabilidades de

Что случилось с архивистикой в 2007 г.? Признанная академическая дисциплина

Кэрол Кутюр

В течение последних тридцати лет современная архивистика стала признанной профессией в обществе и самостоятельной университетской дисциплиной. Автор выделяет признанные теоретические принципы и фонды, такие как концепция архивного фондирования, принцип первоначального заказа, принцип происхождения, понятие жизненного цикла документов, прямая связь между действиями создателя и созданных документов, потребность вмешательства в ранние стадии цикла жизни документов. Архивистика развила и установила свои собственные функции, подходящие для ежедневной работы профессионалов, в особенности такие как, анализ потребностей, оценка, описание документов, распределение и обеспечение сохранности. Теперь, практика все более управляется юридическими и регулируемыми системами так же как профессиональными стандартами. Архивистика процветает за счет компетентных специалистов, которые сотрудничают в динамичных ассоциациях. Если необходимые ресурсы распределяются разумно, можно достичь реального прогресса.

Архивные принципы и культурное разнообразие: противоречие, схожесть, или изменения в системе взглядов? Канадская перспектива

Терри Кук

Этот доклад отражает тон и аргументы обращения на открытии СИТРА в Квебеке, где он и прозвучал.

Профессиональное противоречие (напряженность) существует между традиционными понятиями архивной теории, и несомненно самой сущности теории и глобальным разнообразием, которое СИТРА пытается осознать и внедрить в архивную практику.

Традиционная архивная теория, которая возникла в специфической культурной и исторической среде европейских государственных бюрократий девятнадцатого века, может действовать против разнообразия, пренебрегать потребностями локальных сообществ, не принимать во внимание исторические непредвиденные обстоятельства, которые свойственны практике.

Канадская архивная теория и практика, возможно, первая в архивном мире выступала против этого подхода.

Из-за природы и истории страны, Канада превознесла разнообразие и искала архивные концепции, стратегии и методики, которые

стимулировали появление многообразия мнений и нашло пути сотрудничества разнообразия, а не вопреки ему. Примеры, которые были рассмотрены, включают такие канадские подходы, как объединенные архивы, новые описательные стандарты, национальная архивная система, более инклюзивная макрооценка сближения библиотек и архивов, построение архива будущего. Эти концепции могут предложить полезные модели другим странам для продвижения задачи МСА достижения большего разнообразия в архивах мира.

Профессиональная теория и практика библиотек (Powerpoint)

Сьорд Коопман

В течение многих столетий библиотеки обеспечивали доступ к информации и знаниям. Теперь они делают это в больших объемах, быстрее и для более широкой аудитории. Во всем мире насчитывается более 690 000 библиотекарей, работающих в одном миллионе библиотек и обслуживающих около 1/6 мирового населения, обеспечивая доступ ко всем видам ресурсов, в особенности расширяя диапазон цифровых и онлайн-ресурсов. Международная федерация библиотечных ассоциаций и учреждений (IFLA) со штаб-квартирой в Гааге, имеет членов в 150 странах. Ее 45 секций занимаются различными аспектами профессиональной работы, и она проводит большой международный конгресс каждый год.

Два примера сотрудничества между архивами и библиотеками (Powerpoint)

Иен Вильсон и Лиз Биссоннет

Около 10 лет две профессии были вовлечены в тщательное размышление о сути их миссий в среде, преобразованной Интернетом и управляемой цифровым миром. Место библиотек в обществе, безусловно, существенно повысилось, в то время как аудитория архивов увеличилась и стала разнообразной. Согласие было достигнуто относительно концепций услуг и местной, национальной и международ-

ной систем. Это включает активное сближение библиотек, архивов, музеев и других культурных учреждений. Канада и Квебек решили объединить их учреждения в этой области: Библиотеки и архивы Канады (БАК) в 2004 году и Библиотека национального архива Квебека (БАНК) с 2002 по 2006гг. Но если анализ и ожидания общие, осуществление и избранные модели различные, но одинаково интересны: БАК избрал интеграцию, БАНК предпочел гармонизацию.

Сотрудничество между музеями и архивами – Музей и архив Самоа

Улрих Хертел и Сина А По

Так как эта страна устной традиции и сильной живой культурой, необходимость в открытии национального музея и архива была только недавно осознана с открытием музея в 1999г. и созданием небольшого общего штата архива и музея. Хотя специальное помещение за архивом было только закреплено в 2001 году, и оснащение здания продолжает вызывать определенные трудности, и несмотря на ограниченные ресурсы, есть определенные положительные результаты: консультирование происходило из австралийских источников и систематизированное руководство по делопроизводству, а также обучение были представлены министерствам.

Обслуживание клиентов улучшилось за счет привязывания услуг к потребностям потребителей.

Сотрудничество между архивами, библиотеками и музеями – условия успеха

Къелль Нильссон

Существуют разные модели сотрудничества между архивами, библиотеками и музеями. Сотрудничество может осуществляться через слияние учреждений, или посредством создания координирующего органа, либо путем заключения неформального соглашения между отдельными учреждениями. В Швеции существует давняя история сотрудничества, кульминацией которого стало создание центра

AML (архивы, музеи, библиотеки) в 2004 году, призванного координировать деятельность по сотрудничеству. Успех совместных предприятий, в общем, зависит от нескольких факторов: потребности в сотрудничестве, общего признания этой потребности и способности разных учрежденческих культур договориться о том, что должно быть сделано и с методами, которые необходимы для этого. Сотрудничество на национальном уровне может осуществляться и на европейском, и даже международном уровнях.

Сотрудничество между архивами, библиотеками и музеями: условия для успеха

Атакилти Асгедом

Архивы, библиотеки и музеи имеют много общего, также как и различий, что обуславливало в прошлом их деятельность изолированно друг от друга. Сходство состоит в их роли проводников знаний в области изучения культурного наследия и в том факте, что из-за совершенствования информационных технологий сами пользователи зачастую не делают различий между тремя типами учреждений. Профессионалы должны также начать оценивать это сходство и определять, как совместная работа может принести пользу не только пользователям, но и самим учреждениям. Изучение проблемы в Эфиопии подтвердило, что совместная работа желательна как с точки зрения пользователей, так и учреждений, хотя это не вопрос рентабельности. Анализ показал, что обзор международной практики и тенденций будет необходим прежде, чем может быть принято окончательное решение, подходящее для Эфиопии.

Модернизация и архивирование общественного сектора во Франции: пример эффективного сотрудничества между двумя центральными управлениями

Мартин де Буадеффер и Габриэль Рамананцоавина

В 2004 году французское правительство запустило амбициозную программу развития электронного управления. Затем осуществление программы было передано Генеральной дирекции по модернизации государства, которая находится в ведении министра по государственным реформам и бюджету. Один из проектов в рамках плана действий программы был предложен Дирекцией архивов Франции, проект касается цифрового архивирования. Генеральная дирекция по модернизации государства и Дирекция архивов Франции обе осуществляют программы по предоставлению информации о цифровом архивировании, разрабатывая критерий, стандарт по обмену данными и основу для электронного архивирования. Авторы приводят два примера взаимодополняющего характера этих двух программ, в данном случае стандарт обмена данными и аудит, осуществленные в 2007 году по архивированию министерских документов, Дирекция архивов Франции выполнила архивную экспертизу, а Генеральная дирекция по модернизации государства осуществляла методологию.

Межведомственная деятельность Дирекции архивов Франции и ее видимость в управлении укрепились за счет этого сотрудничества, которое с тех пор стало обязательным условием в процессе модернизации французского государства.

Реформа делопроизводства на федеральном уровне: Сотрудничество НАРА с федеральными агентствами (Powerpoint)

Говард Лауэлл

Национальный архив и управление документации США (НАРА) выпустил в 2002 г. «Стратегические направления организации делопроизводства для федеральных учреждений» как ответ на изменяющиеся требования управления документацией в электронной окружающей среде и в рамках требований Акта об электронном правительстве 2002 года. Чтобы ответить на эти новые вызовы и определить рамки действий федеральных агентств по эффективному управлению документами НАРА работает с агентствами в трех специальных областях: (1) защита и связь, (2) политика и руководство и (3) внедрение и безопасность. В пределах этих областей НАРА - (1) работает с целью направить «правильное послание правильным людям» и подготовил новые программы обучения, нацеленные на различные группы участников процесса управления документацией в ведомствах; (2) пересмотрел или выпустил новое руководство и инструкции, особенно для управления электронными документами, в сотрудничестве с представителями ведомств и (3) через экспериментальные проекты, создал новые инструменты для реализации проекта и подготовки отчетности.

Делопроизводство в правительстве: Опыт Малайзии

Сидек Жамиль

С момента принятия Акта о национальном архиве в 2003 году, Национальный архив Малайзии (НАМ) несет ответственность за делопроизводство в государственном секторе. Это позволило НАМ расширить работу с государственными агентствами, прежде всего в области хранения электронных документов, которое ранее находилось в некотором беспорядке. Решение 2006 года о поручении НАМ обеспечить работу систем по хранению электронных документов и связанный с этим

успех проекта «СПАРК» стали следствием более эффективного делопроизводства и более заметной позиции самого НАМ. Распространение стандартов и протоколов и очевидные выгоды от совместной работы НАМ и правительственных агентств привели к усилению государственной поддержки деятельности в области делопроизводства. Это, в свою очередь, позволило НАМ улучшить работу по обеспечению сохранности архивных документов, особенно в области электронных документов.

Всемирная цифровая библиотека, Джон Ван Оденарен (Powerpoint)

Библиотека Конгресса

Всемирная цифровая библиотека (WDL) была предложена директором Библиотеки Конгресса США Джеймсом Биллингтоном в июне 2005. Проект имеет целью создать на основе опыта Библиотеки Конгресса и других национальных библиотек и культурных учреждений хранилище ценных первичных материалов, представляющих культуры всего земного шара. Проект заключается в переведении в цифровую форму уникальных и редких материалов, включая рукописи, карты, редкие книги, фонозаписи, фильмы, печатные издания и фотографии, архитектурные чертежи и другие материалы. Это сделает эти материалы доступными в режиме он-лайн, бесплатно, через многоязычный интерфейс. Презентация показывает опытный образец WDL, представленный Генеральной конференции ЮНЕСКО в октябре 2007.

Европейская цифровая библиотека: четырехполосная дорога

Пери Мори

Европейская цифровая библиотека является проектом Европейской комиссии, который осуществляется Национальной библиотекой Нидерландов, охватывающим библиотеки, архивы и музеи. Его целью является обеспечение доступа к европейскому рассредоточенному культурному наследию, а именно

обеспечение доступа к 6 миллионам книг, фильмов, фотографий, рукописей и к другим предметам культуры к 2010г. Доступ к базе данных позволит исследователю проводить интегрированный поиск по широкому кругу учреждений, с оговоркой, что полнота найденной информации может быть разной.

Международное сотрудничество по дидактическим материалам в сердце лингвистического сообщества: Международный франкофонский архивный портал (PIAF)

Жерар Эрмис и Папа Момар Диоп

Задуманный в ответ на инициативу Международного совета архивов для англоговорящего сообщества, PIAF был создан также и для того, чтобы заполнить пробелы в обучающих материалах для архивной профессии, имеющиеся во всех странах. Начиная с момента запуска в 2005 г., портал продолжает развиваться и первая секция, состоящая из 14 модулей, была дополнена второй секцией, включающей документальные инструменты (справочник услуг, библиографии, тексты и документы, терминологический словарь...). Это обеспечивает связь между архивистами с общим языком, однако занимающимися архивистикой в различных культурных средах. Папа Момар Диоп объясняет трудности архивного образования во франкоговорящей Западной Африке и преимущества он-лайн инструментария. Международное сотрудничество показало свои пределы, а PIAF позволяет преодолеть экономические и административные препятствия, не позволяющие развиваться архивному делу франкоговорящих стран Южного полушария. Это также дает возможность делиться архивными знаниями в пределах франкоговорящего сообщества. Папа Момар Диоп проводит кампанию по мобилизации PIAF для всех учреждений, как в развитых, так и в менее развитых странах.

Роль Архива 21-ого столетия (Powerpoint)

Натали Чини

Натали Чини показывает, почему переход от 'Хранителей' документов к осуществлению более созидательной деятельности такой как управление правительственной информацией имеет не только важное, но и определяющее значение. Она представляет свое видение того, почему современная парадигма хранения документов не действует в меняющемся мире новых технологий, различных правительственных процессов принятия решения, и окружающей среды, где различие между документом и ключевой частью информации все более и более расплывчато. Она утверждает, что отказ решать эту проблему означает, что Национальный архив может просто прекратить получать ценные документы, полностью несостоятельное положение для любого архива. Вместо этого, она высказывает мнение относительно лидирующей роли, которую национальный архив должен играть, приводя примеры того, как Национальный архив Великобритании осуществляют деятельность в этой области в настоящее время.

Изменение в системе взглядов на архивы в информационном обществе: от хранителя до руководителя информацией (Powerpoint)

Росс Гиббс

В традиционных моделях жизненного цикла документов работа архивных учреждений начинается, когда создатели документов имеют большое количество документов, которые необходимо оценить. В результате экспертизы документы, имеющие ценность передаются архивам на хранение. Недавно, однако, меняющиеся технологии и рабочие практики указали на то, что архивам необходимо стать более вовлеченными в процессы создания документов и делопроизводства для того, чтобы удостовериться, что правильные документы должным образом создаются и хранятся. Разговаривать с занятыми официаль-

ными лицами о должном хранении документов чрезвычайно тяжело. Очень часто они могут представить внешнюю деятельность архивистов как «виляние хвостом» - больше как помеху, нежели как ценную помощь. Чтобы оказать содействие в предоставлении гарантий должного хранения документов, внешняя деятельность должна оказывать содействие основным бизнес ведущим элементам. В эпоху информационного общества и электронного правительства, когда границы между документами и другими видами информации становятся очень размытыми, гораздо более приветствуется говорить о том, как максимизировать прибыли от вложений в информационные активы, нежели о должном хранении документов. Пока мы не научимся говорить на их языке, ключевые решения об инвестициях, влияющих на возможности правительства в области обеспечения сохранности, будут приниматься, игнорируя стратегии и практики должного управления информацией. Эта презентация описывает подходы, которые предпринимаются в Австралии и в Великобритании к представлению архивных учреждений в качестве лидеров в области управления правительственной информацией – изменение в системе взглядов, которая подчеркивает значение позиционирования архивов как важной и неотъемлемой составляющей совместного управления правительственной информацией, функциональной совместимости, подотчетности, предоставления услуг, ориентированных на граждан.

Изменение в системе взглядов на архивы в информационном обществе: от хранителя до руководителя информацией

Виктор Домаркас

Как и где-то в другом месте, Литва вынуждена реагировать на изменяющийся взгляд на архивы. Литовские архивы уже отреагировали на главную переменную, вызванную падением тоталитарного режима и установлением гражданского общества в 90-е годы. Переход к демократии облегчил установление нового подхода к архивным службам, которые бы отвечали на новые вызовы: возрастание требований к доказательствам, огромный рост

числа посетителей, слабое делопроизводство и недостатки законодательной основы. Общее мировое развитие, в том числе рост информационных технологий и требование ответственности, также оказывают влияние на национальном уровне. Закон об архивах, закрепляющий право доступа к информации и предоставляющий сильный мандат национальной архивной службе на внесение вклада в национальное управление информацией, был ключевым фактором в переходе от хранителя архивов к руководителю информацией, в то время как ориентирование на нового покупателя привело к необходимости изменения ментальности многих сотрудников архивов. Перемены часто болезненны, но они необходимы, и выгоды очевидны.

Прибыль от инвестиций против мировой солидарности: несовместимость или взаимодополняемость?

Елена Леонсе

В то время, как «глобализация» имеет очевидные экономические последствия, «глобальная солидарность» имеет гораздо более широкое влияние, приводящее к сближению очень разных государств, которые, однако, имеют схожие задачи в целях развития общества, прав человека и искоренения бедности. Взяв в качестве примера Карибский бассейн, мы можем увидеть, что многие различные международные организации сводят вместе разные страны для решения общих проблем. С Консенсусом Кюрасао, МСА и сам осознал, что необходимо более адекватно реагировать на глобализацию в отношении управления архивами и делопроизводством.

Архивам особенно сложно утвердиться в развивающихся странах с множеством конкурирующих приоритетов, но поддержка МСА, в сотрудничестве с региональными организациями, такими как КАРБИКА, является необходимой в решении таких вопросов, как обучение, расширение доступа к архивному наследию, развитие законодательства, способствующего свободе информации, реагирование на катастрофы и т.д.

Прибыль от инвестиций против мировой солидарности: несовместимость или взаимодополняемость?

Сетареки Тале

По примеру наиболее эффективные программы помощи, которые оказывают влияние более на долгосрочное развитие, нежели приводят лишь к кратковременному решению сиюминутных проблем, архивисты в развивающихся странах должны пытаться определять пути, с помощью которых они смогут внести свой вклад в долгосрочное благополучие своих народов. В Южнотихоокеанском регионе члены ПАРБИКА сформировали некоторые очень эффективные партнерства посредством ряда инициатив, которые будут иметь похожее долгосрочное влияние.

Продолжение такого рода международного сотрудничества необходимо, если мы хотим, чтобы небольшие архивные службы Южнотихоокеанского региона обеспечивали документационные нужды их правительств и населения.

Итоги заседания национальных архивистов

Юсси Нуортева

Впервые во время СИТРА прошло заседание национальных архивистов; нововведение было принято доброжелательно, заседание сопровождалось оживленной дискуссией.

На двух пленарных заседаниях обсуждались 2 вопроса «Изменения в системе взглядов на архивы в информационном обществе: от хранителя до руководителя информацией» и «Прибыль от инвестиций против мировой солидарности: несовместимость или взаимодополняемость?»

На первом заседании рассматривался вопрос об изменении роли и ответственности архивных служб (в отношении как к нациям в состоянии перехода к демократии и к нациям с длительным демократическим правлением), необходимости обмена идеями, ориентирование на лучшие методики.

На втором заседании обсуждалась потреб-

ность в глобальной профессиональной солидарности, и также был поднят вопрос о прибылях и необходимости инвестиций в международные совместные предприятия.

المبادئ الأرشيفية و التنوع الثقافي: تناقض أم تقارب أم جذور في المفاهيم؟ وجهة نظر كندية

تيري كوك

تعرض هذه الورقة توجهات ومداولات خطاب الجلسة الافتتاحية في مؤتمر المائدة المستديرة للمجلس الدولي للأرشيف 2007م في مدينة كوبيك. من المؤكد أن هناك توتراً مهنياً بين الأفكار التقليدية للنظرية الأرشيفية وطبيعة النظرية ذاتها، وبين التنوع العالمي الذي يسعى مؤتمر المائدة المستديرة للمجلس الدولي للأرشيف إلى التعريف به والتشجيع عليه في الممارسة الأرشيفية. وقد لا تستوعب النظرية التقليدية في الأرشيف النابعة عن محيط ثقافي وتاريخي معين في البيروقراطيات الحكومية الأوروبية في القرن التاسع عشر - مبدأ التنوع، وقد تغفل عن احتياجات المجتمعات المحلية، وتفشل في تقدير الأحداث التاريخية الملازمة للممارسة. لعل النظرية الأرشيفية الكندية وتطبيقاتها مثلت أول مقاومة لمثل هذا التوجه في عالم الأرشيف، إذ اهتمت كندا - بحكم طبيعتها وتاريخها - بالتنوع، وسعت إلى تبني المفاهيم والاستراتيجيات، والمنهجيات الأرشيفية المشجعة على تعدد وجهات النظر، وتوصلت إلى تحقيق التعاون عبر التنوع وليس بالرغم منه. وتشمل النماذج التي درست التوجهات الكندية في الأرشيفات الشاملة، والمعايير القياسية الوصفية الجديدة، والشبكة الأرشيفية القومية، والتقييم الشامل، والتقارب بين المكتبات ومؤسسات الأرشيف

ماذا حدث للأرشفة في 2007؟ نظام أكاديمي معتمد

كارول كوتير

أصبحت الأرشفة خلال ثلاثين عاماً مهنة ذات مكانة خاصة في المجتمع، وتخصصاً مستقلاً في الجامعات. وتحدد المؤلفة المبادئ النظرية، والأسس المقبولة على نطاق واسع مثل مفهوم مجموعات المحفوظات، ومفهوم النظام الأصلي، ومفهوم الأصول، ومفهوم دورة حياة السجلات، والصلة المباشرة بين الوثائق وأنشطة منشيها، وضرورة التدخل في المراحل المبكرة من دورة حياة الوثائق. ولقد تطوّرت عملية الأرشفة، كما تحددت مهامها بما يتلاءم مع عمل المحترفين اليومي، مثل تحليل الاحتياجات، والتقييم، والمواصفات، والتوزيع، والحفظ. واليوم يتزايد خضوع ممارسات وتطبيقات الأرشفة للنظم القانونية والمعايير الاحترافية. وتستفيد الأرشفة من المختصين الذين يتعاونون في إطار جماعات ديناميكية. وعلى الرغم من أن توزيع الموارد الضرورية يظل غير عادل، فقد تم إحراز تقدّم فعلي، ومن الضروري تعزيزه.

عام 2007م، لعملية أرشفة الوثائق الوزارية، حيث طرحت مديرية الأرشيف الفرنسي الخبرة الأرشيفية، بينما طرحت المديرية العامة لتحديث الدولة المهنية الخاصة بالعمل، ولقد تم تعزيز أنشطة مديرية الأرشيف الفرنسي فيما بين الوزارات، ومن ثم ازدادت رؤيتها للأوضاع بها وضوحاً، ويرجع الفضل في ذلك إلى التعاون الذي بات منذ ذلك الوقت فصاعداً أمراً لا غنى عنه في عملية تحديث الدولة الفرنسية.

إصلاح إدارة الأرشيف في البيئة الاتحادية: الشراكة بين الأرشيف الوطني وإدارة الوثائق بالولايات المتحدة الأمريكية والوكالات الاتحادية

هوارد لوي
(على برنامج PowerPoint)

في عام 2002م أصدر الأرشيف الوطني وإدارة الوثائق بالولايات المتحدة الأمريكية "توجيهاته الإستراتيجية بخصوص إدارة الوثائق الاتحادية"، استجابة للاحتياجات المتغيرة لإدارة الوثائق في البيئة الإلكترونية في إطار متطلبات قانون الحكومة الإلكترونية الصادر عام 2002م. ولمواجهة هذه التحديات الجديدة يعمل الأرشيف الوطني وإدارة الوثائق بالولايات المتحدة الأمريكية، حالياً مع الوكالات الاتحادية على ثلاث مسارات: (1) الترويج ووسائل الاتصال، (2) السياسة والتوجيهات و(3) التطبيق والضمان. وفي تلك المجالات يعمل الأرشيف الوطني وإدارة الوثائق بالولايات المتحدة الأمريكية على: (1) توصيل "الرسالة المناسبة إلى الأشخاص المناسبين"، وأدخلت برامج تدريبية جديدة تستهدف مختلف المجموعات ذات الاهتمام المشترك بإدارة الوثائق؛ و(2) مراجعة وإصدار توجيهات ولوائح جديدة، خصوصاً فيما يتعلق بإدارة الوثائق الإلكترونية بالشراكة مع مجموعات الاهتمام المشترك؛ و(3) تطوير أدوات جديدة للمساعدة في التطبيق وتأكيد المسؤولية عبر إدارة المشاريع.

إدارة السجلات في الحكومة: التجربة الماليزية

صديق جميل

منذ صدور قانون الأرشيف الوطني في 2003م، أصبح الأرشيف الوطني لماليزيا مسؤولاً عن إدارة

التعاون بين الأرشيفات، والمكتبات، والمتاحف: عوامل النجاح

آناكتي أسجيدوم

ثمة شبه أوجه كبيرة، وأوجه اختلاف كذلك، بين الأرشيفات، والمكتبات، والمتاحف، وقد أدت تلك - في الماضي - إلى قيام كل منها بعمله منفصلاً عن الآخر. وتتركز أوجه الشبه في أدوارها كمهوى لفرص التعليم والتعلم فيما يتعلق بالتراث الثقافي، وحقيقة أنه نظراً لنمو تقنيات المعلومات والاتصال فإن المستخدمين أنفسهم لا يميزون إلا قليلاً بين تلك الأنواع الثلاثة من المؤسسات.

وهكذا يتعين على المهنيين إدراك أوجه الشبه بين المجالات الثلاثة، ومن ثم تبين كيف أن العمل التعاوني سوف يفيد المستخدمين والمؤسسات ذاتها كذلك. ولقد أكد مسح أجري في إثيوبيا أن العمل التعاوني هذا مطلوب من وجهة نظر المستخدمين والمؤسسات على حد سواء، وإن كان لا ينبغي أن يتم بناءً على ما يترتب عليه من توفير في التكاليف فحسب. ولقد خلص التحليل إلى إمكانية إجراء مسح للممارسات والاتجاهات الدولية قبل اتخاذ القرار النهائي المناسب لإثيوبيا.

الأرشفة وتحديث القطاع العام في فرنسا - مثال للتعاون المثمر بين إدارتين مركزيتين

مارتينى دى بويسدفر و جابريل راما
نانتسوفينا

في عام 2004م، أطلقت الحكومة الفرنسية برنامجاً طموحاً لتطبيق نظام الإدارة الإلكترونية. وسرعان ما تبنت المديرية العامة لتحديث الدولة، ذلك البرنامج وهي هيئة تابعة لوزارة الميزانية والإصلاح الإداري.

ومن بين المشروعات التي انطوت عليها خطة عمل البرنامج ذلك المشروع الذي طرخته مديرية الأرشيف الفرنسي (داف)، ويتعلق بالأرشفة الرقمية. وكانت المديرية العامة لتحديث الدولة، ومديرية الأرشيف الفرنسي قد طرحتا برنامجاً للتوعية فيما يتعلق بالأرشفة الرقمية، وقدمتا معاً إطاراً مرجعياً في هذا الصدد، مقروناً بنموذج لتبادل البيانات، وقاعدة للأرشفة الإلكترونية. ويطرح المؤلفان مثالين يوضحان الطابع التكاملية لتلك الجهود: حالة نموذج تبادل البيانات والمراجعة التي تمت

الأهمية: فبينما اختارت مكاتب وأرشيف كندا الإدماج، فضلت مكاتب و الأرشيف الوطني كيبك التوافق.

والتعريف بالأرشيف الحديث. يمكن أن تعطي هذه المفاهيم المجلس الدولي للأرشيف والبلدان الأخرى نماذج مفيدة لدفع مبادرات التنوع العالمي في مجال الأرشيف..

التعاون بين المتاحف، والأرشيفات متحف وأرشيف ساموي

أولريك هرتل و سينا آه بو

رغم أن لساموي ثقافة شفاهية وتقليدية غنية فإنها لم تدرك الحاجة لمتحف وأرشيف وطنيين إلا مؤخراً، حيث افتتح المتحف في 1999م، وتم تعيين عدد قليل من الموظفين للمتحف والأرشيف معاً. ولم يتم تخصيص مكان مستقل للأرشيف إلا في 2001م، ولا يزال هناك مشاكل من حيث ترتيبات المبانى. وعلى الرغم من محدودية الموارد، فقد حدثت تطورات إيجابية حيث تم الحصول على المشورة من المصادر الاسترالية، كما تم توفير التدريب والتوجيه في مجال إدارة السجلات لمختلف الوزارات. كذلك فقد تحسنت خدمة العملاء، ويتم توفير خدمات وفقاً لاحتياجاتهم.

التعاون بين الأرشيف والمكاتب والمتاحف: شروط النجاح

كيل نيلسون

ثمة نماذج مختلفة للتعاون بين الأرشيف والمكاتب والمتاحف، فقد يتم من خلال الاندماج المؤسسي، أو عن طريق تشكيل هيئة للتنسيق، أو بواسطة اتفاقيات غير رسمية بين المؤسسات المختلفة. وللسويد تاريخ طويل في مثل ذلك التعاون والذي أسفر في 2004م عن تأسيس مركز لتنسيق أنشطة التعاون (ALM) ويعتمد نجاح مبادرات التعاون بصفة عامة على عدد من العوامل: هي الحاجة إلى التعاون، والإدراك العام لتك الحاجة، والقدرة على تطويع مختلف الثقافات المؤسسية بحيث يمكن الاتفاق على ما ينبغي عمله، والأدوات المطلوبة لتنفيذ ما يتفق عليه من أعمال. ويمكن تكرار تجربة التعاون على المستوى الأوروبي، بل والدولي.

النظرية المهنية وممارسات المكاتب

سجورد كويمان

(عرض تقديمي Powerpoint)

تقوم المكاتب حالياً - مثلما كانت منذ قرون عديدة - بإتاحة المعلومات والمعارف. إلا أن أداءها يتسم بسرعة أكبر، كما أنها تخدم عدداً أكبر من المستفيدين، فهناك أكثر من 690,000 مكتبين في العالم يعملون في مليون مكتبة، ويخدمون نحو سدس سكان العالم بإتاحة كل أنواع المصادر، خاصة المصادر الرقمية والمتوفرة على الخط المباشر. ولدى الاتحاد الدولي لجمعيات المكتبيين والمكاتب، بمقره الرئيس في لاهاي، أعضاء في 150 دولة. وتغطي أقسامه الخمسة والأربعون مجالات مختلفة من الأعمال المهنية، كما أنه يستضيف مؤتمراً دولياً كبيراً كل عام.

نموذجان للتعاون بين المكاتب ومراكز الأرشيف

إيان ويلسون و ليز بيسونيت

(على برنامج PowerPoint)

ظلت المهنتان في فترة السنوات العشر الماضية أو يزيد منخرطتان تماماً في عكس محتوى رسالتهما في بيئة شهدت تحولاً كبيراً بسبب انتشار الشبكة العالمية للمعلومات (الإنترنت)، والتأثير القوي للعالم الرقمي. لقد زادت مكانة المكاتب في المجتمعات، بينما اتسع جمهور مراكز الأرشيف وتنوع. ولقد تم التوصل إلى إجماع حيال مفهوم الخدمة المشتركة الواحدة، ومفهوم الشبكات المحلية، والوطنية، والعالمية. وبدل ذلك ضمناً على التقارب الكبير بين المكاتب، ومراكز الأرشيف، والمتاحف، والمؤسسات الثقافية الأخرى. ولقد قررت كندا وكيبك دمج مؤسساتهما في هذا المجال: فنشأت مكاتب وأرشيف كندا عام 2004م، ومكاتب و الأرشيف الوطني بكيبك بين عامي 2002م و2006م. فلذا كان التحليل واحداً والدافع واحداً كذلك يصبح التطبيق والنماذج المختارة مختلفان، وإن ظلا على القدر ذاته من

دور الأرشيف في القرن الحادي والعشرين

نتالي سيني (عرض تقديمي)

العوائد على الاستثمارات الكبيرة جداً في أرضة المعلومات أكثر تقبلاً من الحديث عن جودة حفظ السجلات. وما لم تتعلم طرقهم، فسوف يستمر العمل بالقرارات الرئيسية في مجال الاستثمار الذي يؤثر في قدرات الحكومة بعيداً عن الممارسات والإستراتيجيات الإدارية الجيدة. ويصف هذا العرض التقديمي الطرق المتبعة في أستراليا، والمملكة المتحدة بجعل مؤسسات الأرشيف في موضع قيادي من حيث إدارة المعلومات الحكومية - وهو تحول يركز على أهمية وضع السجلات كعنصر أساسي متكامل لإدارة المعلومات الحكومية، وقدرة تعامل مختلف المؤسسات على العمل المشترك، ومدى تحملها للمسؤولية، وتركيزها على خدمة المواطنين.

نموذج لتحول مهمة دور الأرشيف في مجتمع المعلومات: من حافظ للمعلومات إلى مدير لها

فيكتور دوماركاس

مثلاً مثل غيرها من الدول، يتعين على لتوانيا الاستجابة إلى التغيير في مهمة الأرشيف. ولقد استجاب الأرشيف الليتواني بالفعل للتغير الكبير الذي حدث إبان سقوط النظام الشمولي، وإقامة مجتمع مدني في حقبة تسعينيات القرن العشرين. كذلك فإن الانتقال إلى الديمقراطية قد سهل من تغيير سبل تقديم الخدمات الأرشيفية، وتلك كانت تستجيب لمطالب جديدة: الحاجة المتزايدة للدلائل، والزيادة الكبيرة في أعداد الزوار، وسوء إدارة السجلات، وعدم وجود الإطار التشريعي. كذلك فقد كانت للتغيرات العالمية بصفة عامة (مثل نمو تقنية المعلومات، ومتطلبات تحمل المسؤولية) أثر كبير على المستوى الوطني. فقد نص قانون الأرشيف على حق المواطنين في الوصول إلى المعلومات، وكان ذلك العامل الأساس في تحوله من (حافظ) للأرشيف إلى مدير للمعلومات، وعلى صعيد آخر أدى التركيز على الجديد على المستخدمين إلى تغيير في عقلية كثير من الموظفين الراهنين. وغالباً ما يكون التغيير مؤلماً، لكنه ضروري، وله منافع واضحة.

تظهر نتالي سيني كيف أنّ التحول من مجرد حفظ السجلات إلى دور أكثر فعالية في إدارة المعلومات الحكومية ليس أمراً هاماً فحسب بل هو أساسي. وتطرح كذلك مفهومها حول السبب الذي يؤدي إلى تدهور النموذج الراهن لحفظ السجلات في عالم متغير مليء بالتقنيات الحديثة، والعمليات المختلفة لصنع القرار في الحكومة، وفي بيئة يزداد التمييز بين السجل وبين المعلومة الأساسية غموضاً. وتقول إن عدم التمكن من مواجهة تلك المسألة يعني أن الأرشيف الوطني قد يتوقف عن الحصول على أي سجلات، وهي وضع حرج بالنسبة لأي أرشيف. وتطرح بدلاً عن ذلك وجهة نظر عن نوع الدور القيادي الذي ينبغي أن يلعبه الأرشيف الوطني، وتستدل على ذلك بأمثلة لما يقوم به أرشيف المملكة المتحدة الوطني في هذا المجال.

نموذج تحويل الأرشيف في مجتمع المعلومات: من حافظ للمعلومات إلى مدير للمعلومات

روس جيبس (عرض تقديمي)

وفقاً للنماذج التقليدية لدورة حياة السجلات، يبدأ عمل مؤسسات الأرشفة عندما يكون لدى منشئ السجلات مجموعة تكون بحاجة إلى تقييم، ومن ثم مجموعة من السجلات ذات القيمة الأرشيفية بعد تحويلها إلى نطاق الأرشفة. وفي الوقت الحالي، أدى التغيير في التقنيات وممارسات العمل، إلى التركيز على ضرورة مشاركة المؤرشفين في عملية إنشاء السجلات وإدارتها لضمان إنشائها وحفظها بالطريقة الصحيحة. إلا أن مناقشة حفظ السجلات بالطريقة الصحيحة مع المسؤولين أمر صعب، وذلك لشدة انشغالهم. فهم يرون غالباً بداية إدارة الأرشيفات على أنها إحدى البنود قليلة الأهمية من حيث السيطرة على الوضع - فهي مصدر إزعاج أكثر منها قيمة مضافة. ولضمان المحافظة على جودة صناعة السجلات، فإنه ينبغي أن يُنظر إلى أساس صناعتها على أنها الدوافع العملية الرئيسة المساندة. وفي عصر مجتمع المعلومات والحكومة الإلكترونية، حيث أصبحت الحدود بين "السجلات" وغير ذلك من المعلومات أكثر غموضاً وضبابية، بات من المحتمل أن يكون حديثنا عن كيفية تضخيم

والمتاحف. والهدف من المشروع إتاحة التراث الثقافي الأوروبي المبعثر، و ستة ملايين من الكتب، والأفلام، والصور، والمخطوطات وغيرها من الأعمال الثقافية للجمهور، وذلك بحلول عام 2010م. وسوف تمكن إتاحة قاعدة البيانات الباحثين من إجراء بحوث متكاملة عبر عدد كبير من المؤسسات، وإن اختلفت المعلومات المتوفرة عمقاً وتفصيلاً.

التعاون الدولي في مجال المواد التدريبية في قلب مجتمع لغوي: البوابة الأرشيفية الفرنكفونية الدولية (PIAF)

جيرار إيسيس و بابا مومار ديوب

أسست بياف (PIAF) على نهج مبادرات المجلس الدولي للأرشيف الموجهة إلى المتحدثين بالإنجليزية، وذلك لسد الثغرات في المواد التدريبية الخاصة بمهنة الأرشيف، وهي ثغرات واضحة في كل البلدان. ومنذ إطلاقها في 2005 والبوابة تواصل نموها وتطورها، وقد أصدرت بالفعل الطبعة الأولى المؤلفة من 14 وحدة، ثم أضافت لها جزءاً ثانياً يضم الأدوات التوثيقية (دليل الخدمات ودليل الكتب، والنصوص والوثائق، والمصطلحات ...) والبوابة وسيلة للأرشيفيين للتواصل بلغة مشتركة، وإن كانوا يطبقون علم الأرشيف في بيئات ثقافية متباينة. ويشرح بابا مونا ديوب الصعوبات التي تواجه التدريب الأرشيفي في بلدان غربي إفريقيا المتحدثة بالفرنسية، كما يوضح مزايا توفر خط مباشر للاتصال.

ولقد وصل التعاون الدولي إلى ذروته، وهذا هي بياف توفر السبل للتغلب على الصعوبات الاقتصادية والإدارية التي تعرقل التطوير في البلدان المتحدثة بالفرنسية في النصف الجنوبي من العالم. كذلك فإننا تهيب الفرصة لتبادل المعارف الأرشيفية داخل التجمع الفرنكفوني.

ويسعى بابا مومار ديوب جاهداً لتسهيل حصول كافة المؤسسات المعنية في الدول المتقدمة، كما في الدول الأقل تقدماً، على خدمات بياف.

السجلات في القطاع العام، الأمر الذي مكّنه من مد نطاق عمله داخل الوكالات الحكومية، خاصة في مجال حفظ السجلات إلكترونياً، وقد كان بعيداً عن الوضع الملائم. ولقد أدى القرار الصادر في 2006م، والذي قضى بتكليف الأرشيف الوطني بتطبيق نظام إدارة السجلات إلكترونياً، ونجاح المشروع الإلكتروني المرتبط به (e-spark) - أدى إلى تحسّن ملموس في إدارة السجلات، مقرونًا بمزيد من الارتقاء للأرشيف الوطني لماليزيا. ولقد ازداد الدعم الحكومي للأرشيف الوطني لماليزيا نظراً لما وفره ذلك الأرشيف من معايير وبروتوكولات، وأيضاً نظراً للمزايا الكثيرة التي تربت على التعاون بينه وبين المؤسسات الحكومية، وهذا الدعم بدوره قد مكّن الأرشيف الوطني لماليزيا من تحسين أعمال الحفظ، خاصة في مجال السجلات الإلكترونية.

مكتبة العالم الرقمية

جون فان أودانرن،
مكتبة الكونغرس (عرض تقديمي)

قدّم أمين مكتبة الكونغرس جيمز هيلينغتون، عرضاً في يونيو عام 2005، حول إنشاء مكتبة العالم الرقمية. ويهدف المشروع إلى الاعتماد على خبرة مكتبة الكونغرس وغيرها من المكتبات الوطنية والمؤسسات الثقافية لبناء مخزون من المواد الأساسية الهامة التي تمثل الثقافات العالمية المختلفة. ويتركز المشروع على ترقيم المواد النادرة والفريدة، بما فيها المخطوطات، والخرائط، والكتب النادرة، والمؤلفات الموسيقية، والتسجيلات الصوتية، والأفلام، والمطبوعات، والصور الفوتوغرافية، والرسومات الهندسية المعمارية، وغير ذلك، مما يؤدي إلى إتاحة الفرصة أمام الجميع للإطلاع عليها مجاناً على الخطوط المباشرة من خلال عرض متعدد اللغات. يقدم هذا العرض نموذجاً أصلياً للمكتبة الرقمية العالمية وقد طرح أمام مؤتمر اليونسكو العام في أكتوبر 2007.

المكتبة الأوروبية الرقمية: شارع بأربعة اتجاهات

ييري موري

المكتبة الأوروبية الرقمية (EDL) مشروع أوروبي تقوده المكتبة الوطنية في هولندا، وتشارك فيه المكتبات، ودور الأرشيف،

الصغيرة في منطقة جنوبي المحيط الهادي على الوفاء باحتياجات الحفاظ على السجلات الخاصة بحكوماتها وجماهيرها.

عوائد الاستثمار أم التضامن العالمي؟ دور مكمل، أم دور متعارض؟

نتائج الجلسة الخاصة بالأرشيبيين الوطنيين

هيلينا ليونيس

جوسى نورتيغا

كانت تلك أول مرة يخصص فيها جلسة للأرشيبيين الوطنيين خلال مؤتمر سبترا. وقد لاقت الفكرة ترحيباً، وكانت المناقشات مثيرة. فقد تم عقد جلستين عامتين لمناقشة التحول في الاتجاه بالنسبة للأرشيبيات في مجتمع المعلومات: من حافظ للمعلومات إلى مدير لها، وعوائد الاستثمار أم التضامن العالمي: تعارض أم تكامل؟ وناقشت الجلسة الأولى قضية تغيير أدوار ومسؤوليات الخدمات الأرشيبية (كما هو الحال في الدول التي تكون في حالة تحول إلى الديمقراطية، وتلك التي بها حكومات ديمقراطية منذ وقت طويل)، وأهمية تبادل الأفكار والتعرف بشكل متواصل على أفضل الممارسات. أما الجلسة الثانية فقد تناولت الحاجة إلى تضامن مهني عالمي، وأكدت على مزايا الاستثمار في المشاريع التعاونية الدولية، ومن ثم الحاجة لها.

إذ كان للعلومة آثار اقتصادية كثيرة وواضحة فإن للتضامن العالمي عوائد أوسع وأشمل حيث يضم معاً دولاً يختلف بعضها عن البعض في نواحي كثيرة، وإن اجتمعت على أهداف واحدة هي التنمية المجتمعية، وحقوق الإنسان، والقضاء على الفقر. فإذا أخذنا منطقة الكاريبي كمثال فإننا نرى أن ثمة منظمات دولية كثيرة ومختلفة تجمع معاً الدول المختلفة في سعي مشترك لتحقيق تلك الأهداف. فمع صدور إعلان كوراكوا أدرك المجلس الدولي للأرشيبي ذاته الحاجة إلى الاستجابة بشكل أكثر فاعلية للعلومة فيما يختص بالأرشيبي وإدارة السجلات والترويج لأهمية الأرشيبي أمر صعب في البلاد النامية على وجه التحديد، حيث يحدث تضاربات كثيرة بين الأولويات. ومع ذلك فإن الدعم الذي يقدمه المجلس الدولي للأرشيبي فيما يعقده من شراكات مع المنظمات الإقليمية، مثل الكاريبيكا، أهمية كبيرة في تناول قضايا مثل التدريب، وتوسيع إتاحة التراث الأرشيبي، وتعزيز حرية التشريع المعلوماتي، والاستجابة للكوارث...

عوائد الاستثمار، أم التضامن العالمي؟ تناقض أم تكامل؟

ستاريكي ثيل

إن أكثر برامج المعونة فاعلية هي تلك التي تؤدي للتنمية على المدى الطويل، وأكثر مما تحقق منافع قصيرة الأمد، مثل إيجاد حلول فورية لمشاكل بعينها. وبالمثل فإنه يتعين على إخصائي الأرشيبي في الدول النامية السعي لإيجاد الطرق التي تمكنهم من المساهمة في رفاهية شعوبهم على المدى الطويل.

ففي جنوبي المحيط الهادي شكل الأعضاء في الفرع الإقليمي للمجلس الدولي للأرشيبي في منطقة المحيط الهادي (باريبيكا) بعضاً من الشراكات الفاعلة، وذلك من خلال سلسلة من المبادرات التي سيكون لها آثار على المدى الطويل. وللتعاون الدولي المتواصل على ذلك الندو أهمية كبرى، إذ سيساعد الخدمات الأرشيبية

摘要

2007年档案学走向何方？——一门社会公认的学科

卡罗·库蒂尔

三十年间，当代档案已成为社会公认的一种职业和大学开设的一门独立学科。作者追述了为社会普遍接纳的档案原则和档案学理论基础，包括档案全宗的概念、原来顺序原则、来源原则、档案生命周期的概念、生产活动及文件产生之间的密切联系、文件形成之初（档案工作者）介入的必要性。作者深化了对档案特有职能的理解并将之运用于日常档案活动，如需求分析、鉴定、著录、信息传播和保护等的界定。今后，档案实践越来越受制于法规、章程和行业标准。档案界拥有众多能干的专家，他们齐聚一堂为档案行业带来了生机和活力。如果说那些必需的资源依然分配不均的话，真正的进步却已经实现了。我们应巩固这些成果。

档案管理原则与文化多样性——对立、集中或转变的范例——透视加拿大

特里·库克

本文反映了2007年加拿大魁北克国际档案圆桌会议开幕词的声音和论点。档案学理论观念甚或理论特性本身与全球多样性之间存在着专业压力，国际档案圆桌会议在档案实践中寻求对全球多样性的共识以

及其促进。传统的档案学理论产生于十九世纪欧洲官僚制度特殊文化和历史环境下，有可能与多样性对立，忽略本地公众需求，忽视实践所固有的历史偶然性。加拿大的档案理论与实践或许是第一次在档案领域反其道而行。由于国家特点和历史原因，加拿大颂扬多样性，寻求鼓励多方观点的档案学概念、策略和方法，寻找经由而不是不顾多样性的合作。本文简要探索了加拿大的做法实例，包括总体档案馆、新的著录标准、国家档案网络、有关图书馆与档案馆集中合并的包罗广泛的评定以及后现代档案的接合方式。这些概念也许为其他国家提供了有用的样式，以推进国际档案理事会关于进一步在世界档案馆范围内实现多样性的日程。

图书馆与档案馆合作的两个实例（幻灯片）

伊恩·威尔逊

莉萨·比索内特

几十年来图书和档案行业一直在深入思考由互联网所改变和数字世界所驱使的环境内的自身使命问题。在档案馆用户被拓宽和改变时，图书馆在社会中的地位确实有相当的提升。对一站式服务和局域、全国和国际网络的概念达到共识。这意味着图书馆、档案馆、博物馆以及其它文化机构之间积极的汇聚。加拿大魁北克选择机构合并：2004年的加拿大图书档案馆、2002和2006年间的魁北克国家档案暨图书

馆。如果分析和灵感相同，则这种模式的选择和实施是不寻常并有趣的：BAC（加拿大政府公共建设及服务办公室的一个关键部门）选择整合，魁北克国家档案暨图书馆选择调整。

图书馆与档案馆合作的两个实例（幻灯片）

伊恩·威尔逊
莉萨·比索内特

几十年来图书和档案行业一直在深入思考由互联网所改变和数字世界所驱使的环境内的自身使命问题。在档案馆用户被拓宽和改变时，图书馆在社会中的地位确实有相当的提升。对一站式服务和局域、全国和国际网络的概念达到共识。这意味着图书馆、档案馆、博物馆以及其它文化机构之间积极的汇聚。加拿大魁北克选择机构合并：2004年的加拿大图书档案馆、2002和2006年间的魁北克国家档案暨图书馆。如果分析和灵感相同，则这种模式的选择和实施是不寻常并有趣的：BAC（加拿大政府公共建设及服务办公室的一个关键部门）选择整合，北克国家档案暨图书馆选择调整。

博物馆与档案馆之间的合作——萨摩亚群岛博物馆与档案馆

西娜

随着1999年博物馆开放以及博物馆和档案馆共同职员的委任，作为一个具有口述传统和顽强生命力文化的国家，直至最近才认识到建立国家博物馆和档案馆重要性。尽管2001年才确立专门的保管档案的场所并且安排上仍存在问题以及档案资源有限，还是取得了积极进展：得到澳大利亚顾问关于文件管理的指导，政府部门也提供了培训。按照用户需求改进了服务。

档案馆、图书馆和博物馆合作的成功条件

谢尔·尼尔森

档案馆、图书馆和博物馆之间存在不同合作方式。可以是机构合并，或建立合作实体，或各机构间的非正式协议。在瑞典，这种合作具悠久历史，并随着协调合作活动的ALM中心（ABM中心）的成立而于2004年达到高峰。成功合作的风险依赖于如下因素：合作的需求、对这一需求和适应不同机构文化能力的整体认识，对什么值得做、如何做的共识。在欧洲甚至世界范围内，国家级的合作可以反复进行。

档案馆、图书馆和博物馆合作的成功条件

阿特科蒂·阿斯丹姆

档案馆、图书馆和博物馆有许多相似之处，正如过去存在许多不同导致业务相互隔离。相似处集中在提供有关文化遗产教育和学习的机会，由于信息和通讯技术的发展，档案馆、图书馆和博物馆的利用者很少分辨出这三类机构的区别。专业人员一定也开始意识到他们学科之间的相似性并确定什么样的合作方式不仅让用户受益同样也让他们的机构收益。对埃塞俄比亚文化遗产专业人员和用户的调查证实合作对用户和机构而言都有益处，尽管单从成本效率角度考虑不合适。分析的结论是，在做出适合埃塞俄比亚的最后决定之前需对国际上的实践和趋势进行调查。

法国公共部门归档与现代化——两个重要行政机关之间富有成效的合作实例

马丁·博伊斯德费 加百利·拉曼塞尔
维尼

2004年法国政府启动了电子政府发展项目。该项目由国家预算和改革部领导的国家现代化总局（DGME）管理。项目执行计划确定的方案之一由法国档案理事会（DAF）提议，涉及到数字归档。DGME和DAF都意识到数字归档项目问题，共同制定了参考框架、数据交换标准和电子归档

平台。作者给出了双方努力互为补充的两个实例：2007年实施的部级部门文件归档数据交换标准和审计情况、DAF带来的档案专家意见和DGME一整套的做法。通过这种方式的合作，DAF内部业务活动和政府对它的肯定态度得到加强，并因此成为法国现代化进程不可缺少的一部分。

在联邦环境中改革文件管理——美国国家档案文件管理署与联邦机构的合作关系（幻灯片）

霍华德·洛威尔

美国国家档案文件管理署（NARA）于2002年依照《2002年电子政府法案》的要求，就电子环境中管理文件不断变化的需求做出响应，发布了“联邦文件管理的战略指导”。为了应对这些新挑战，在认识到联邦机构有效管理文件遇到的困难后，NARA与这些机构在以下三个领域开展了合作：（1）倡导与联系（2）政策与指导，以及（3）执行与保障。在这些领域中，NARA致力于（1）用“正确的信息传达给适当的人群”，并且针对不同的文件管理相关利益方引进新式培训项目；（2）与相关利益方合作修订或发布了新的指南与制度，尤其针对电子文件管理，以及（3）通过试点项目，开发了新工具以加强执行力和保证可信性。

政府文件管理——马来西亚的经验

赛迪克·杰米

自2003年《国家档案法》颁布以来，马来西亚国家档案馆负责全国的文件管理。这使得马来西亚国家档案馆将其工作延伸到政府机构，特别是那些先前电子文件保管有些混乱的地方。2006年决定授权马来西亚国家档案馆着手开始电子文件管理系统，伴随e-SPARK项目的成功，在提高文件管理水平和马来西亚国家档案馆地位两方面都取得了成效。马来西亚国家档案馆颁布的标准和草案以及马来西亚国家档案馆与政府机构合作的明显益处促使政府加大了对文件管理工作的支持力度；同样也使得马来西亚国家档案馆改进档案保护工

作，尤其是在电子文件领域。

数字图书馆世界（幻灯片）

约翰·范·乌登那瑞

“数字图书馆（WDL）”是国会图书馆詹姆斯H.比林顿在2005年6月提出的。此项目旨在以国会图书馆和其他国家图书馆以及文化机构的经验为基础，构建代表全球各地文化的重要原始资料库。该库主要是把独特和珍贵的资料数字化，包括手稿、地图、珍贵图书、乐谱、录音带、影片、图片和照片、建筑设计图以及其它资料。该库将通过多种语言界面提供这些资料的再线、免费检索利用，其外貌显示以2007年10月提交给联合国教科文组织大会的数字图书馆（WDL）原型为特点。

四通八达的欧洲数字图书馆

佩里·摩尔

欧洲数字图书馆属欧洲委员会项目，该项目由荷兰国家图书馆牵头，包括图书馆、档案馆和博物馆再在内。其目的是提供欧洲的分布式文化遗产检索，目标是到2010年可检索600万的图书、影片、照片、手稿及其它文化作品。访问这些数据库将使研究者能跨越极大范围的研究机构开展综合研究，尽管告诫所查找信息的深度和细节可能有变化。

语言社团中心培训资料的国际合作——全球说法语人档案入门（PIAF）

杰勒德·厄米斯 帕帕·莫马·戴帕

考虑到国际档案理事会初始是为母语是英语者而设，PIAF已然发展为所有国家档案专业培训资料空白的填补者。自2005年开办来，PIAF不断发展，由14个模块组成的第一阶段发展到包含文献工具如服务目录、参考书目、文本和文献、术语词典在内的第二阶段。其使得讲通用语言但在多种文化环境中从事档案实践的档案工作者之间进行交流。帕帕·莫马·戴帕指出了在讲法语的西非进行档案培训的困难和使用在线工具的优点。国际间的合作已显示出自身的限制，而PIAF可以使南半球讲法

语的国家克服经济和管理上的障碍，同时也在法语社团内提供了分享档案知识的机会。如同在较不发达国家里做的那样，帕帕·莫马·戴帕正在发达国家对所有机构为PIAF做动员。

二十一世纪档案的作用（幻灯片）

纳塔利·切尼

本文说明为什么从文件的保管者转变为政府信息的管理者不但重要而且绝对必要。作者给出了自己的观点：为什么现行的文件管理模式会在因新技术和不同政府决策过程而发生变化的世界里以及一份文件与一条重要信息的区别日益模糊的环境中瓦解；并指出不强调这一观点意味着国家档案馆可能接收不到任何文件，并因此而不能维护任何档案的地位。为此，作者介绍了国家档案馆应起的指导作用，以英国国家档案馆为例，阐述其目前在这一领域的所作所为。

档案馆在信息社会中的模式转变：从保管者到信息管理者（幻灯片）

罗斯·吉毕斯

在传统的文件生命周期模型中，文件生成者有一批需鉴定的文件，经鉴定有档案价值的移交档案馆保管时，档案机构的工作就开始了。然而近来，日新月异的技术和工作实践突显了这一要求，即档案工作者在文件生成和管理“前端”介入，以确保正确地生成和适当地保管文件。与繁忙的官员谈论有效的文件管理却一向是一件很难的事。他们通常都认为档案工作者“前端介入”是小事影响大局——说有价值不如说更令人厌烦。为了保证文件生成的质量，前端介入应被看作是支持重要业务的驱动器。在信息社会和电子政务的时代，“文件”与其他种类的信息之间的界限变得日趋模糊的时候，谈论如何最大限度地回归投资信息资产比谈论好的文件管理更易被欣然接受。除非我们学会开始说他们语言，不然仍将在茫然不知好的信息管理战略和实践的情况下做出影响政府文件管理能力的重要投资决定。本次

演讲描述了澳大利亚和英国将档案机构定位到政府信息管理的领导位置所采取的措施——这种模式的转变强调了将文件定位为联合型政府信息的管理、互用、问责以及信息以民为本的服务中必不可少的组成部分的重要性。

信息社会档案馆转变范例——从保管员到信息管理者

维克托·多马克斯

与别处一样，立陶宛正不得不面临档案馆职能的转变。20世纪90年代，随着极权政权的垮台，立陶宛档案馆对此巨变做出了响应。转向民主政治同样也促使档案馆服务方式转向适应新的需求：日益增长的凭证需求、数量大增的查询者；改变缺乏文件管理及立法框架的现象。共同的全球发展如IT的发展和义务要求，也在国家层面产生影响。《档案法》规定了公民获取信息的权利和国家档案馆致力于信息管理和服务的要求，是促使档案工作者从档案保管员向信息管理者转变的主要因素，同时也促成在职人员思想的转变。改变常常是痛苦的，但却是必要的，受益也是明显的。

恢复投资与全球联合——互相矛盾或互为补充

海伦娜·利昂丝

“全球化”对经济具有显著的影响，“全球联合”有更广泛的职权，把在社会发展、人权和消除贫困方面具有相同目标的不同国家联系起来。以加勒比为例，我们能看到许多不同的国际组织或机构联合不同国家一起处理这些共同问题。就库拉索达成的一致意见而言，国际档案理事会认识到就档案和文件管理全球化作出适当响应的需要。提升档案的价值在优先权极易相冲突的发展中国家特别困难，但在国际档案理事会的支持下，通过与地区组织如国际档案理事会加勒比地区分会合作，关注诸如培训、开展档案利用、倡议信息自由立法、灾害响应等问题是十分必要的。

恢复投资与全球联合——互相矛盾或互为补充

赛特莱基·泰尔

如同对长期发展产生影响而不仅仅是短期缓解当前问题的多数有效资助项目一样，发展中国家的档案工作者必须寻找有利于本国人民长远福利的道路。在南太平洋，国际档案理事会太平洋地区分会成员通过能取得相同长期效果的一系列的开创行动，形成了非常有效的伙伴关系。如果南太平洋的档案服务能够支持政府和公民的文件保管需求，则这种持续的国际合作具有十分重要意义。

国家档案馆馆长会议总结

茱茜·诺特娃

这是在国际档案圆桌会议上第一次特别为国家档案馆馆长召开的会议；与会代表展开了热烈讨论，会议取得了令人瞩目的改革性成果。两次全会解决了如下问题：“信息社会档案馆转变范例——从保管员到信息管理者”以及“恢复投资与全球联合——互相矛盾或互为补充”。第一次全会设法解决的是档案机构角色和职责的变化问题（适用于迈向民主化进程的国家 and 长期推行民主制度的政府），交流的重要性和不断建立好的实践基准的重要性。第二次全会重点讨论了全球（档案）行业团结一致的必要性，强调了投资国际合作项目的益处和必要性。

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CITRA 2007: Cooperation to Preserve Diversity

This volume brings together most of the presentations made at the 40th International Conference of the Round Table on Archives (CITRA) held in Quebec City 11-17 November 2007 on the theme "Cooperate to Preserve Diversity". On the basis of an ambitious experience – the merging of National Libraries and Archives of Canada and Québec – three complementary perspectives were adopted: 1) terms and conditions for the success of cooperation between Archives, Libraries and Museums; 2) necessity – which is specifically related to archives – of close cooperation with the creators of documents in the electronic era; 3) association of the archives with two major international and regional digital projects currently underway.

CITRA 2007 : Coopérer pour préserver la diversité

Ce volume réunit la plupart des contributions présentées à la 40^e Conférence internationale de la Table ronde des archives (CITRA), qui s'est tenue à Québec du 11 au 17 novembre 2007 sur le thème « Coopérer pour préserver la diversité ». À partir d'une expérience ambitieuse – la fusion des bibliothèques et des archives nationales du Canada et du Québec – trois perspectives complémentaires ont été retenues : 1) modalités et conditions du succès d'une coopération entre archives, bibliothèques et musées ; 2) nécessité - qui fait la spécificité des archives - d'une étroite coopération avec les services producteurs à l'heure de l'électronique ; 3) association des archives aux deux grands projets de numérisation mondiaux et régionaux en cours.

Comma Internationale Archivzeitschrift CITRA 2007: Zusammenarbeit, um Vielfalt zu bewahren

Die Einführung und die Zusammenfassungen der Beiträge wurden ins Deutsche übersetzt

Comma Revista Internacional de Archivos CITRA 2007: Cooperación para preservar la diversidad

La introducción y los resúmenes de los artículos están traducidos al Español

Коммаб международный архивный журнал

CITRA 2007: Сотрудничество во имя сохранения разнообразия

Предисловие и резюме сообщений переведены на русский язык

كوما: المجلة الدولية للأرشيف
سبتمبر 2007: التعاون للحفاظ
على التنوع
يتم ترجمة مقدمات وختلاصات
المقالات إلى العربية.

《逗号》 档案国际期刊 2007年国际档案圆桌会议： 协同合作 保护多样性

前言和文章的摘要译成了中文