ICA Business Plan 2009-2010 (as at May 2010)

Message from the Secretary General –

The publication of this Business Plan is a considerable step forward for ICA. It reflects the combined efforts of ICA bodies, supporters and partners to achieve the six strategic objectives of the organization over the next decade. It is based on a level of co-ordination and communication within ICA that the organization has never achieved before. It is a common place of business management that if an organization fails to plan, it in effect plans to fail. This Plan provides proof of ICA's determination to succeed in the rapidly changing political and social environment of the early 21st century.

This Plan has been produced while upholding the organization's commitment to linguistic and cultural diversity. The range of projects and other activities described in the plan is very wide, reflecting the involvement of today's archivist in the management of born digital records even before their creation, in persuading decision-makers that archives are a considerable information asset, in the preservation of unique and irreplaceable historical archives that may be many centuries old, and in raising public awareness of the importance of archives for the collective memory of societies.

The challenges confronting archives cross national, cultural and linguistic boundaries, and entirely satisfactory responses to them can only be found at the international level. ICA has been striving to meet these challenges for many years, and this plan shows how the organization intends to do this in a more structured way. It is based on a methodical approach to business planning that, so far from stifling the creativity of ICA's members throughout the world, will enable that creativity to flourish as never before.

Introduction

At its Annual General Meeting in Kuala Lumpur (July 2008), ICA committed itself to a new Strategic Direction over the next ten years, and in particular to six key strategic objectives. However, the Strategic Direction is largely about what ICA would like to

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achieve. It needs to be underpinned by a business plan indicating how ICA will meet these ambitious objectives. This document shows what ICA is going to do, and when.

The framework for this business plan has been informed by the draft work programmes of many branches and sections. The plan comprises the main activities in the organization until late 2010, including projects and other initiatives proposed by ICA bodies and individual members.

The ICA Business Plan is kept under constant review to take account of new opportunities and challenges, and the new projects and programmes which will be developed accordingly.

ICA's Vision

ICA aspires to convince key decision-makers and the general public that effective records and archives management is an essential precondition for good governance, the rule of law, administrative transparency, the preservation of mankind's collective memory, and access to information by citizens.

ICA's Mission

ICA promotes the central role of record-keeping and archives in protecting the rights of individuals and states, and in supporting democracy and good governance. It strives to build a better understanding across societies through fostering international co-operation, while respecting linguistic and cultural diversity.

ICA provides opportunities for professional contact, information exchanges, research and education. It takes a leadership role in developing best practices and standards for records and archives professionals. It acts as the information hub on archives for society.

ICA's Membership and Governance

Today there are over 1400 institutional and individual ICA members in 195 countries and territories around the world. Members include national and provincial archive services, national and international professional associations active in the field of archives,

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institutions which hold archives or are concerned with archival education and training, and individuals. Many members are active in regional branches, in specialist sections dealing with matters of common interest, as well as a variety of ad hoc project teams and working groups. To find out more about the advantages of ICA membership, please follow the attached link to the ICA website – (http://www.ica.org/en/members).

Key Objectives

ICA will focus on six strategic objectives during the next ten years. Three are programme objectives and are about projects and other initiatives managed by the Programme Commission. Three are organizational objectives, and are about changing the way ICA works and improving its performance.

Programme Objectives

1) Raising Awareness
2) Influencing the Development and Use of New Technologies
3) Building Capacity in the Records and Archives Profession

Organizational Objectives

4) Strengthening the ICA Network
5) Improving the Performance and Accountability of ICA
6) Building Partnerships

The six strategic objectives will be reassessed every two years, in line with the business planning and governance cycles.

The activities listed in this plan, includes projects that PCOM has approved for funding and also those that PCOM has endorsed.

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These approved and endorsed projects are listed under the relevant objectives and show performance targets and clear deadlines for completion. Other section and branch initiatives relevant to the achievement of ICA's Strategic Objectives and notified to the secretariat feature in the annex.

PROGRAMME OBJECTIVES

1) Raising Awareness of the Importance of Archives

Effective records and archives management results in organizations that are more efficient, transparent and accountable and societies that have a deeper sense of history and identity.

Main Goals:-

1. We will persuade key decision makers that archives matter for good governance, administrative transparency and democratic accountability
2. We will underline the strategic importance of archives as an information management asset
3. We will provide tools for archivists to make the case for effective information and archives management to key decision-makers in their own institutions
4. We will help archivists to convince decision-makers and the wider public that, if archives are not preserved and made accessible, societies will suffer an irrevocable loss of collective memory
5. We will stimulate the wider public to increase their knowledge and use of archives
6. We will highlight the relationship between archives management and information legislation at national, regional and international levels.

The following series of projects endorsed and/or funded by PCOM shows what ICA is doing to persuade both key decision-makers and a wider public that archives really matter:
(E= "endorsed"- F= "funded")

Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Marketing campaign for the promotion Of the Universal Declaration on Archives	Section of Professional Associations (ICA/SPA)	1, 2, 4, 5	E[1] F	The Universal declaration on Archives (UDA) sets out concisely the unique characteristics of archives and the management requirements to provide ongoing access for as long as the records are needed. The project will put in place a marketing campaign to ensure that the UDA is widely promoted.	- A series of strategies for marketing and publicising the UDA targeted to different key groups - A logo for the UDA - A print run of the Declaration in English, French and Spanish	Completed
The good governance toolkit in the Francophone world	Association des Archivistes français	1, 2, 3, 4, 6	E F	The good governance toolkit was developed in 2007 by PARBICA (Pacific branch of ICA) to sensitize governments and decision-makers in the region to the importance of records and archives management for good governance. The project aims to adapt the Pacific approach to the francophone world, in particular French speaking Africa.	- A translation into French of the different modules provided by PARBICA - An adaptation to the African context - A national case study in Burkina Faso	2012
Records and Archives of Ivory Coast Public Treasure: memory of an administration and good governance tool	Direction générale du trésor et de la comptabilité publique de Côte d'Ivoire	1, 2, 3, 4, 6	E F	The project aims to promote the profession of archivist in French-speaking Africa and to convince decision-makers that good governance relies on effective records and archives management, using the example of the Ivory Coast Public Treasure and dynamic communication tools.	A promotion film to be used and disseminated in French speaking Africa	Completed
EURONOMOS, a legal database for EURBICA	European branch of ICA - (EURBICA	1, 2, 5, 6	E F	With the support of the European Union, EURBICA has created and developed an open source structure for a database which gives access to information about legislation relating to records and archives management in Europe. The project aims now to complete the database content, and to enable potential contributors to use and enrich it.	Manuals and training sessions to enable contributors to complete the database in Europe Information for other branches of ICA interested by the project	2010

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Contribution to the ICA international guide on archives documenting Human rights violations	Corporación de Promoción y Defensa de los Derechos del Pueblo (CODEPU)	1, 4, 5	E F	CODEPU will complete the ICA database on Archives and Human rights with the description of the archives from seven Human Rights organizations in Chile, which are part of the International UNESCO register « memory of the World".	- Contribution to the ICA database - Training session to complete the database properly.	Completed
Guide to the archives of international organizations	Section of International Organizations archives (ICA/SIO)	3, 5	E F	The project aims to develop a unique research tool and center of references contributing to the knowledge and promotion of the most important international organizations archives, by creating a single access point to information about their archival holdings.	An electronic guide to the archival holdings of international organizations	2010
SARBICA exclusive heritage	South Asia branch of ICA (SARBICA)	4, 5	E	The project will highlight some of the unknown documents held in the South East Asian archives repositories, in order to expose the uniqueness of the history in this region and strengthen the relationship among the countries in the region.	A publication: "SARBICA's exclusive heritage"	December 2010
Standardization of the Memoria abierta guide on Human rights Archives	Memoria abierta (Argentina)	3, 5	E	The project aims to standardize the Memoria abierta guide on archives and Human rights using the ICA software AtoM (Access to Memory)	- Contribution to the ICA guide on Archives and Human rights with standardize content - Test of AtoM software	2010
Supporting the development of public records management in Mozambique (also linked to strategic objective 3)	CEDIMO (Centre for Documentation and Information of Mozambique)	1, 2, 3	E	The project is a part of a national policy aiming to reorganize information and records management in the public administration.	Creation of 3 pilot units for semi-current records management at the local level, with buildings meeting the international standards requirements	2010

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Archives of the Olympic cities	London Metropolitan archives	1,2,3,4,5,6	E	The project seeks to demonstrate the importance of information management in recording not only the sporting events held during the games, but also the impact that the games have on the host city.	A website which provides a definitive online directory of resources and archives relating to the games recording where material is held and how it can be accessed..	2012 (London Olympic Games)
Promoting the Church Archives	Archivo Histórico eclesiástico de Bizcaia	5	E	The project aims to develop a virtual space (EVA) to present and promote church archives and make them accessible to a wider public in Spain and Portugal in a first phase, them to open the database to other countries in the world, especially Latin America.	A website and blogs	2010
Saving the archives of the confederation of rural communities of Peru	Universidad nacional mayor San Marcos(Peru) /R. Borja Santa Cruz	4,5	E	The project objective is to save the archives of the Confederation of Rural Communities in Peru (created in 1947). These archives are interesting from an economical, historical, social, anthropological, and political point of view.	The project activities will consist in - cleaning, arranging, describing the archives - set up an appropriate environment for their conservation.	2010
Global Business Archives Benchmarking Survey Analysis	Long Island University Partner : SBL	2, 3, 4	E F	Business archives are an important segment of the archives community. In spite of different institutional and organizational settings and mandates, they share common issues and challenges. ICA's Section on Business and SAA's Business Section produced a web survey in 2008. The raw results need analysis with dissemination to the widest possible audience.	A written analysis of the data received from the 2008 web survey.	2010

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Vital records of municipal administration: identification and recommendations for preservation.	Alcaldía mayor de Bogotá (Colombia)- Mariela Alvarez	1, 3	E F	The project aims to prepare a management programme for vital records in the municipalities in order to ensure their preservation. The education and training dimension is taken into account (partnership with universities).	- An updated commented bibliography on the topic A dedicated glossary - A manual -Training sessions in universities and schools.	2012
Directory of architecture archives	ICA/SAR (Section on Architecture records)	1,2,4	E	The project aims to develop a directory of public and private archives services, institutions, and organisms which keeps architecture archives and documentation. The directory included in the SAR page of the website will provide a new service to ICA members and to the community of architects. And to the general public.	An online directory	2012
APEnet – Associate Partners Liaison Group (APEnet = Archives Portal Europe project group)	EURBICA	1,2,3,4	E F	The Liaison group will support members of EURBICA and others to share their descriptive data with other archival institutions in the European Portal for Archives prepared by the EU-funded project APEnet. It will address interested institutions and contributors especially from those countries who are not member of the EU and therefore cannot benefit from the EU funding for the APEnet project. The concept of APEnet is firmly decentralised leaving all control over their data with the archival services contributing them. The liaison group will show how to use the portal facilities as a publishing platform for archival descriptions.	Enriching the APEnet portal with the contribution of EURBICA members not belonging to the EU. A model of portal and a project experience to be shared with other regions within ICA.	December 2012

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2) Influencing the Development and Use of New Technologies

Archivists must seize the opportunities of new technologies to introduce new ways of working. The imaginative application of new technologies will make it possible to manage records more effectively, and enable many more people to consult archives online. Archivists should employ new technologies to meet the needs of their users, ensure the preservation of the records in their custody, and to conform to the highest possible archival standards.

Main Goals:-

We will support archivists to meet the challenge of managing the enormous quantities of documents and records created in electronic form

We will assist archivists to increase their influence in administrative processes as part of e-government and similar reform programmes

We will promote solutions for preserving electronic records of enduring historical value

We will exploit new digital technologies to improve access to archives

We will shape new intellectual property law related to electronic media, so that archival material can be accessed by as many people as possible.

To meet this strategic objective, ICA is focusing on a few major projects. However, it intends to develop more projects in this area.

Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Principles and functional requirements for records in electronic office environments (ICA-Req): a French translation	National Archives of Australia	1, 2, 4	E	This standard has been developed to help the entire community worldwide to have a single globally harmonized statement of principles and functional requirements, given the proliferation of electronic record keeping software products. There is a need for translations to ensure a broad dissemination. The translation into French will be the first step.	- French version of the standard - Adaptation to the French context of some concepts developed in the standard	April 2010

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Principles and functional requirements for records in electronic office environments (ICA-Req): implementation guidelines and training material	National Archives of Australia	1, 2, 4	E F	To assist ICA members and others to understand and implement the principles and functional requirements it is proposed to develop implementation guidelines and training materials – with a particular orientation towards the needs and circumstances of developing countries in addition to the needs and circumstances of small organisations and government agencies in developing countries.	- A set of practical implementation guidelines based on scenarios and case studies; - A training package consisting of a customisable learning resource kit, pedagogical manuals, training exercises, powerpoint slides and supporting reading.	To be presented In the Brisbane International Congress
Principles and functional requirements for records in electronic office environments (ICA-Req): a Spanish version	National Archives of Uruguay	1, 2, 4	E F	In 2008 ICA has published the English version of ICA-Req. It's of great interest for the Hispanic-speaking community, in Latin America and the Caribbean, to have the Spanish version of this publication. It won't be the literal translation from English but will add a component of interpretation, analysis and terminology research that results in an input of easy use for the archivists in the Americas.	Spanish language version of the three published modules of ICA-Req.	2011
Access to memory: (ICA-AtoM)	ICA_AtoM Steering Group with: National Center for Documentation and Research (UAE); Service interministériel des Archives de France ; Archiefschool (Amsterdam)	3, 4		Access to Memory is an open sourcemultilingual software enabling archives institutions to describe and manage archival holdings. Though it is mainly relevant to small institutions, it can be also used by larger organizations; phase 1 of the project is focusing on the description module, which is developed according to ICA standards in this field.	Version 1.1 of the software	November 2010

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3) Building Capacity in the Records and Archives Profession

In some parts of the world there is still no regular provision for the training of archivists, and ICA should enable the creation of new self-supporting structures in these areas. Archivists throughout the world need to acquire a wider range of competencies, and they should be encouraged to do so through traditional and innovative learning techniques. Many best practices and standards have to be developed or updated. Differences in culture need to be respected when they are put into practice.

Main Goals:-
1. We will develop and promote best practices and standards in the main areas of professional activity (advocacy, records management, appraisal, preservation and disaster preparedness, archival description, access, reference services, outreach and education)
2. We will promote training for records and archives staff, through workshops, courses, scholarship programmes and online resources
3. We will produce printed and online publications that are focused on meeting the identified needs of members.
4.

Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Archives building resource pack	National Archives of Australia	1, 3		The initiative launched by the National Archives of Australia aims to foster co-operation and exchange of expertise in the field of archives buildings.	Revised and updated bibliography Online information comprising different types of resources, including case studies, a photo gallery, etc.	2012

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Appraisal in Latin America-phase 2	Norma Fenoglio (Universidad nacional de Córdoba)	1	E F	The main objective of the project is to study the issue of appraisal from several points of view (types of institutions, of documents, supports, terminology, techniques) and from a regional perspective in order to establish common criteria and methods. The training dimension will be taken into account.	Development of : - a paper on the advantages of developing appraisal systems - training modules on appraisal methodology and criteria at various levels - a dedicated glossary at the Ibero-American level - general guidelines with minimum methodological basis, processes, sampling criteria and procedures, bibliography and sampling examples. - a technical paper on specificity of appraisal of electronic records	First phase completed Second phase 2010 To be completed in 2012
Developing a competency model : guidelines and best practices	Section for professional associations (ICA/SPA) Partner: EURBICA	1	E F	The 2006 European conference adopted a resolution encouraging "the European branch of ICA (EURBICA) and the Section for professional associations of ICA (SPA) to carry out the feasibility for a project to develop a European competency framework for the archival profession". The project aims to go further developing a methodology enabling any institution, organization, association throughout the world to build its own competency model whatever the working environment might be.	A handbook with a methodology and best practices	October 2010

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Emergency situation programme: a pilot project	Association of National Committees of the Blue Shield	1	E F	ANCBS wants, in partnership with ICA, to raise awareness about the need for disaster preparedness and stimulate the establishment of national Committees through the development of training and guidelines to be used anywhere in the world.	Guidelines for emergency situation and training modules	2010 for 1st module (water damage)
Digital recordkeeping curriculum course	Section on archival education and training of ICA (ICA/SAE)	2	E	There is a need to develop avant-garde curriculum and resources for education and training modules about digital recordkeeping and preservation that can be delivered in house by archival organizations and professional associations at different levels of scope and depth.	Training modules to be published in several languages	2012
Train the trainers in records management : a new vision for learning	EURBICA (European branch of ICA)	1, 2	E F	The project addresses the question of the further education of trainers and of trainees who work in the field of records management. The focus is on how to develop and deliver records management courses.	A methodology described in a handbook A collaborative platform	First phase completed
CARTAS-the Carribean task force for disaster preparedness	CARBICA (Caribbean branch of ICA)	2	E F	CARBICA, through CARTAS, will develop a broad-based hazard mitigation and response strategy for the protection of records and archives, by providing technical assistance to all countries in the region.	Training sessions Publications	2010
Archival solidarity funding database	ICA section for professional associations (ICA/SPA)	3	E F	This project addresses a need in the international archival community for a centralized, interactive, online information resource about appropriate sources of funding for archives-related foreign assistance projects in developing countries and communities in transition.	Adding up to 1,000 new entries in the existing Archival Solidarity Funding Database	2010

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Training the trainers resource pack: translation project	ICA Section on archival education and training (ICA/SAE)	1, 3	E	The Training the Trainer Pack seeks to fill a gap in local level expertise in delivering training about archives and records. Some archivists and records managers do not have access to formally trained educators or are not qualified themselves, but have to give training in their own organisation or community. The Pack can also support educators, by giving them a range of learning strategies and advice about training in cross cultural contexts.	Current translations to be published on the ICA website Additional translations	2012
Experts workshop on records and archives	SARBICA (South Asia branch of ICA)	2	E	Records and archival education and training still act as an overarching issue in countries within the Southeast Asia region. Well designed continuous training opportunities are still not readily available. SARBICA through its strategic plan for 2009 - 2015, has given serious consideration for records and archival education and training.	A series of training sessions in the region covering all aspects of records and archives management	2015
Archival research and researchers	ICA Section on archival education and training (ICA/SAE)	3	E F	This project explores the critical issue of sharing and developing knowledge of research in the discipline of archives and records management across national boundaries, as the basis of future research strategies.	Online research database	2010
Online directory of education and training resources	ICA Section on archival education and training (ICA/SAE)	3	E F	The SAE directory will provide a resource to educators, practitioners and trainers who wants to build their knowledge through further education and potential students.	An online updated version of the 2004 directory that can be searched and updated.	2012

Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
How to use Description Standards	National Archives of Benin

Partner : CBPS WARBICA | 3 | E F | The project aims to develop guidelines to enable archives institutions in developing countries to use the set of ICA description standards.
These guidelines will be available not only for French speaking African countries, but for any ICA member willing to know how to use an international description standard | Development of guidelines

Material for workshops | 2010 |
| PIAF resources: raising awareness in North and West French speaking Africa | Association internationale des archives francophones (AIAF) | 2 | E F | Archivists in the countries of Francophone Africa regularly have difficulties in accessing archival knowledge and training, which complicates updating professional knowledge amongst staff. PIAF is an internet tool for knowledge and online teaching for archival practice. With the PIAF, the AIAF hopes to create a model for using the tool by 'teaching the teachers'. Through PIAF, the AIAF also intends to reach those without access to schools and who, as a result, do not have other resources for initial and ongoing training. Beyond being a meeting to raise awareness of PIAF, this gathering gives the highest importance to the needs of African colleagues and to the preparation of trainers capable of expressing through PIAF practical realities in Africa and to adapt standards and good practices worldwide for the African context. | Training seminar for French-speaking West African countries and Haïti | Completed |
| Organizing an emergency treatment centre for damaged cultural goods | French National Committee of the Blue Shield | 3,4,6 | E F | In case of a major disaster, cultural institutions and in particular those holding archives have to handle a large number of documents / objects that have been damaged. There is a need to implement a structure for mass treatment of cultural goods in order to protect them, and as regards archives, to facilitate the recovery. | - Development of a case study in Haïti;
- Development of guidelines to set up an emergency treatment centre. | End of 2010 |

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Train the trainer e-learning programme	Norwegian Society of Records Managers and Archivists (NA)	3, 1,2,4,5,6	E F	This project is the start of a long term development of an e-learning programme for train the trainers projects. The target of the digital platform is for it to be used in different countries, countries that have no formal training in Archives and Records Management	An e-learning programme to be based on open access and a documented pilot experience	December 2011
Guide of best practices for the creation of a permanent monitoring center for archives of local televisions	Centre de Recerca i Difusió de la Imatge (CRDI) de Girona Arxiu Nacional d'Andorra (ANA) Xarxa Audiovisual Local (XAL) Asociació d'Arxivers de Catalunya (AAC)	1	E F	Important records and archives have been created by local televisions but are not always kept in good conditions. In order to ensure co-operation between archives and local television, four different institutions created a permanent monitoring body comprising 20 institutions and organisations, 11 local televisions and 9 archives. This will serve as a model for transfer of experience to any region facing similar issues.	Guidelines to create a monitoring body for archives of local televisions. Translations of these guidelines	Completed Available in French, English, Spanish Short versions available in Russian, Arabic, Japanese, Hindi
Guidelines for adapting ISAD(G) to architectural records and archives	ICA/SAR (Section on architectural records)	3	E	Architectural records and archives are used by various users, including searchers, professionals, technicians, students, etc. Technical drawings are distributed in different types of files in public and private holdings, linked with economical, legal, administrative, cultural activities. Archivists and records managers have difficulties in managing these records, especially in the field of description (technical content, graphical and technical restitution of the documents…). The project aims to develop a description standard in this field	A description standard linked to ISAD(G)	2012

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Seminar for developing and implementing an emergency situation action plan in West Africa.	National Archives of Sénégal National Archives of Burkina Faso	3	E	The project aims to train the participants in preservation and conservation management relying on local expertise. The seminar will involve different partners including the National committee of the Blue Shield in Senegal, bombers, etc.	A seminar A manual which will be published after the seminar	
Appraisal and Disposition of Student Records	ICA/SUV Section of University Archives	3, 1, 4	E	The student records comprise the information in any form (paper, electronic etc.) evidencing the studies and activities of an individual student at all levels of tertiary education: bachelors, masters, PhD etc. They are the most comprehensive university records and therefore raise the disputes over their appraisal and disposition. The project will address the appraisal strategies and techniques to be applied to student records, their theoretical, practical, and legal (data protection) implications and digitization/ conversion and preservation strategies (as far as those strategies concern the specific student records issue).	Guidelines	Decembe r 2011

ORGANIZATIONAL OBJECTIVES

4) Strengthening the ICA Network

ICA's structure of regional branches, specialist sections, project teams and ad hoc working groups enables archive professionals throughout the world to exchange information and ideas. However, there are considerable variations in levels of activity in different parts of the network. We need to encourage colleagues in those parts of the world where the network needs to be reinforced to play a fuller part in ICA. The national archive institutions, the professional associations, other archive services, and individual members all make distinctive contributions to the organization's overall success. Improved communication is the key to strengthening the network.

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Main Goals:-

1. We will recognize and support the important role of national archive institutions in advancing the interests of the profession
2. We will encourage the sections and professional associations so that they are more involved in ICA governance
3. We will run membership campaigns to attract more institutional and individual members
4. We will launch initiatives wherever the network needs to be reinforced
5. We will organize annual conferences and quadrennial Congresses, focusing on the latest professional developments and on key trends, and disseminate the results quickly to the global archival community
6. We will transform the ICA website as a tool for communication and collaboration among members about topics of interest
7. We will devise ways of keeping members with poor or non-existent Internet access, informed and involved in ICA
8. We will improve direct communications between ICA bodies (branches, sections, working groups) without any intervention from the ICA secretariat
9. We will create special ICA interest groups to handle issues of short or long term concern less informally.

Activity	Responsible body	Main goals	Status	Objective	Product	Completion date
New ICA website	Secretariat	6, 8, 9	Central Budget	To provide a website that improves communication in the ICA network and acts as an information hub for archive professionals throughout the world	A new website with enhanced functionality and performance	First phase completed Operational launch in second half June 2010
Improved Newsletter	Secretariat	7	Central Budget	T o make improvements the content, and design of the newsletter and to make arrangements for its dissemination in other languages;	A redesigned newsletter, with the text available in more languages	New Design implemented in first half 2009; development of online publication will be investigated in second half of 2010.

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Activity	Responsible body	Main goals	Status	Objective	Product	Completion date
Annual Conference	CITRA Bureau, Secretariat	1, 4, 5	Central Budget	To prepare, in partnership with the host country, a CITRA that increases participation and is relevant to ICA strategy and programme	Annual CITRA conference	Next CITRA-September 2010
MIGAN-Memory of the Islands: gateway for archival networking	CARBICA (Caribbean branch of ICA)	4	E F	The MIGAN project supports resolution 7 from the 2006 CITRA 2006 encouraging countries with a common heritage to share it through information technologies, as well as drawing on UNESCOs guidelines, in particular the Memory of the World and Literacy programmes. More so than other regions of the world blessed with ancient establishments, supported by close-by research centers, with a tradition of production and distribution of research tools, Caribbean archives need to make their heritage accessible quickly for a community of researchers dispersed throughout the world. The CARBICA project must also benefit from the convergence of initiatives brought by many of its members and already in the process of realization.	A portal enabling online access to resources of Caribbean archives.	Early 2012
Using French archives for the history of the Gulf and Arabic region	University of Sharjah (United Arab Emirates)	3,4	E	The project aims to bring together Eastern and Western historians to develop a new reflection on the Gulf and Arabic Peninsula history, using French archives. It will also enable ICA to reinforce the bridge between archives and historians, the latest being a potential audience for ICA.	Findings aids

Platforms for debates between historians and archivists | 2009-2014 |

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Project title	Responsible body	Main goals	Status	Objective	Product	Completion date
Twinning archives project	Section on Political parties and Parliament archives of ICA (ICA/SPP)	3, 4	E F	This project is an attempt to create a structure to foster and maintain special bilateral relationships between archives of an 'SPP-nature'. Such a structure might better enable the SPP to attract active membership from developing countries and 'young' democracies which can –as an introductory road– 'twin' themselves with a member already active in the SPP and the modern archival field. The concept includes an option to enlarge the section by establishing an infrastructure, making it possible to approach less developed countries and new democracies with an invitation to become member of the ICA and of SPP as partner of another SPP-member.	Model for twinning archives

3 concrete experiences of twinning | 2010 |
| "Atlantic Africa: from records to knowledge, 17th-19th centuries" | Arquivo Histórico Ultramarino (Portugal) | 4 | F | The aim of the current study is to reinforce the use of the archival heritage of the Overseas Historical Archive (AHU) regarding the dynamics of the Atlantic Africa from mid 17th century to ca. 1833 in a global context. The archival research line of this project will be focused on the informatics cataloguing of the series related to Atlantic Africa. It envisages the web access to the resulting finding aids, in co connection to the on-going informatics platform and digital repository "Arquivo Científico Tropical Digital". Preservation concerns will also be taken into account. | - Online access to finding aids - scientific publications -organizations of dedicated seminars and conferences | |

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5) Improving the Performance and Accountability of ICA

In the last few years we have taken great steps to make ICA more accountable. The governance cycle has been shortened from four years to two, making the leadership team more responsive to the needs of members. ICA's financial reports are now audited to international standards. The Audit Commission has made a significant impact on the way the organization is run. However, we still need to simplify the decision-making process in governance bodies and to improve communications with the membership. The system of membership dues needs to be reformed so that it is generally perceived as fair and equitable, especially during times of economic hardship.

Main Goals:-

1. We will ensure ICA's decision-making is fully documented, auditable and completely transparent
2. We will clarify the remits of the various governance bodies so that the organisation is run efficiently
3. We will introduce a flexible business planning framework but retain capability for flexible responses
4. We will enhance ICA's web services as a major membership benefit

Activity	Lead Body	Main Goals	Budget	Objective	Product	Completion Date
Governance	Secretariat	1	Central	To post on the website corrected minutes of governance bodies in English and French within 2 months of the meeting	Corrected minutes on the website within specified period	This will be implemented in the 'members only' space once the new website goes fully live (second half June 2010)

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Governance, Membership	Secretariat	1,4	Central	To provide a 'members only' space on the website, enabling them to access the minutes and papers of governance bodies	Creation of a 'members' only space on the new website	Completed
Membership	Working Group/Secretariat	All	Central	To produce a consultation document outlining proposed reforms to the present system of membership dues	Consultation document	Completed at AGM 2009
Finance	Vice-President Finance/Secretariat	1	Central	To implement a clearer, simplified system of financial planning and reporting	Draft accounts 2010 and Financial Report 2009	May 2010; further improvements will be introduced in 2010/11

Activity	Lead Body	Main Goals	Budget	Objective	Product	Completion Date
Audit	Audit Commission	1,2,3	Central	To produce an annual work programme	Work Programme and Report	Report, including work programme, will be submitted to AGM 2010
Transparency	Secretariat/ICA bodies	1	Central	To produce an annual report that summarises ICA activities	ICA Annual Report	Publish online an activity report for the year 2010, by end April 2011
Staff Development	Secretary General		Central	To produce a human resources policy for staff in the Secretariat, which is based on extensive consultation with them and emphasises training and continuing professional development	Document outlining human resources policy	An outline policy will be developed in consultation with the Audit Commission by September 2010; full policy by end 2010

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6) Building Partnerships

ICA has long-standing relationships with UNESCO and its sister bodies for libraries (IFLA), museums (ICOM) and sites and monuments (ICOMOS). It now needs to reinvigorate those partnerships. It should also cultivate new relationships with other international and regional organizations in order to gain greater political and financial support. Closer connections with the private sector should be encouraged to finance the rapid development of major ICA products. ICA should form new alliances with the international associations of other professions (auditors, accounts, lawyers) interested in record-keeping.

Main Goals:-

1. We will develop more joint initiatives with other international NGOs
2. We will work with regional organisations to obtain funding for projects that meet common objectives
3. We will revive the long-standing relationship with UNESCO and other organisations in the UN system to achieve global visibility for archives
4. We will form new relationships with development organisations
5. We will explore links with the private sector for development of major ICA products
6. We will establish relationships with the international networks of other professions which make frequent use of records and archives.

Activity	Lead Body	Main Goals	Budget	Objective	Product	Completion Date
Disaster Prevention and Mitigation	Secretariat	1	Central	To develop mechanisms for co-operation with other relevant NGOs to protect cultural property that is under threat	Continuing Development of Blue Shield network, especially ANCBS office in The Hague	In progress – latest milestone is participation in BS mission to
Advocacy/Raising Awareness	President/V-P Programme/Secretariat	3	Central	To raise ICA's profile in UNESCO and to ensure full ICA participation in relevant UNESCO	New Framework Agreement	Framework Agreement signed; ICA

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						participating as expert adviser in Memory of the World Programme
Reinforcing links with IRMT	V-P Programme/Secretariat	4		To support IRMT in developing centres of excellence in records management	Establishment of a Centre of Excellence in Africa	Ongoing initiative
Establishing Closer Relationship with Funding Agencies	PCOM/Secretariat	2,3		To develop a Register of Funding Sources in international and regional organisations relevant to archives	Completion of Register of Funding Sources	Initial Development to be completed by end 2010

Next Steps

Before every AGM a monitoring report will be compiled and published on the website, indicating where success has been achieved and targets met or exceeded. Where projects are lagging behind, the reasons will be investigated and corrective action recommended.

The business plan is the way to make the most productive use of ICA's resources, both human and financial. It has built-in flexibility to respond at short notice to changes in the environment, while charting a path towards achieving our strategic objectives.

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