

Programme Commission Strategic Plan 2018-2020

Introduction: ICA Objectives and PCOM Mission

The aim of the ICA is to promote the management and use of records and archives, and the preservation of the archival heritage of humanity around the world, through the sharing of experiences, research and ideas on professional archival and records management matters, and on the management and organisation of archival institutions.

The five key objectives of the ICA are to:

- *Advocate*
- *Connect*
- *Take action*
- *Professionalise*
- *Promote*

The ICA's Professional Programme represents the combined efforts of ICA's network of volunteers to meet the organisation's fundamental aims and objectives. The programme is designed and managed to generate as many relevant products as possible, in accordance with ICA's values in favour of professional solidarity and international co-operation. At the heart of this endeavour is the Programme Commission (PCOM), which comprises senior professionals representing many cultural traditions and areas of expertise around the world.

PCOM sets broad directions and makes decisions about the funding and endorsement of projects. PCOM also constructs themed programmes intended to help modernise professional practice and attract the support of partner organisations and funding agencies.

PCOM currently oversees three themed programme activities: the Africa Programme, the New Professionals Programme, and the Training Programme.

PCOM also forms and oversees Expert Groups with relative autonomy, whose general purpose is to advance the goals of PCOM and the ICA.

Finally, PCOM oversees the professional activities of the ICA within the professional Sections and regional Branches.

The PCOM Strategic Plan, 2018-2020, is intended to set the general direction and expectations for the Programme Commission in general, for these six areas of professional activity and for ICA's programme-related activities more broadly for the next three years.

PCOM Priorities and Goals 2016-2018

At its September 2016 meeting, PCOM identified several priority actions for 2016 to 2018, including:

- Consolidate training activities (including developing a training framework and focusing on distance education initiatives)
- Consolidate and rationalise the activities and outcomes of expert groups
- Maintain a focus on new professionals through the New Professionals Programme
- Continue the commitment to Africa via the Africa Programme
- Contribute to a redefined approach to ICA's annual conferences and quadrennial congress (including providing substantial support for the organisation and development of conference)

programmes and using the conferences and congress as vehicles for showcasing PCOM's objectives, projects and successes)

- Introduce efficiencies into the project funding programme (including minimising the time between project proposals, PCOM decisions and action and promoting and supporting ICA projects and activities)

From these priorities, PCOM identified three key goals for 2016-2018:

- Raising Awareness
- Influencing the Development and use of New Technologies
- Building Capacity in the Records and Archives Profession

PCOM intends to continue its focus on these goals for 2018-2020.

PCOM Initiatives and Goals 2018-2020

Below is an overview of the different PCOM initiatives in the six programme areas, along with specific goals for 2018-2020 intended to support PCOM's overarching goals of raising awareness, influencing the development and use of new technologies and building capacity in the records and archives profession.

For each area, an overview is provided, along with a description of roles and responsibilities and an indication of the linkages of that programme to PCOM's strategic goals (categorised as strong, medium or low). Also included is a summary of the risks to the success of the programme, followed by a list of the specific PCOM goals for each programme for the 2018-2020 planning cycle.

1. Africa Programme

The Africa Programme's central contributions support the PCOM goals of Building Capacity in the Records and Archives Profession and Raising Awareness.

Overview

In 2013, requests for support from ICA members in Africa led to conversations between members, PCOM and the ICA Secretariat in Paris about the need for a coordinated Africa Strategy. These conversations gathered momentum throughout 2013 and led to the establishment of an Africa Strategy Working Group (ASWG) in 2014. The ASWG consulted members across Africa and identified several priority action areas, as documented in the *Africa Strategy* and *Africa Strategy Work Plan*.

In 2015, the Africa Programme was launched as a five-year programme (2015-2020) with the following key aims:

- Advocating for strong archival institutions
- Developing and supporting regional professional networks and associations as infrastructure for advocacy
- Drawing government attention to archives through international solidarity
- Reviewing, identifying and/or developing relevant and appropriate curriculum for archives and records management
- Building partnerships in support of training in archival conservation and preservation
- Developing and delivering practical training in digital records management and preservation

Roles and responsibilities

The Africa Programme is managed by an Africa Programme Steering Committee, which includes members of the ICA Secretariat. The Steering Committee reports to PCOM and is advised by an Africa Programme Advisory Board that includes the president of FIDA. Individual work items are managed by project leads, who are usually members of the ICA from African countries. The liaison between the Committee, the Advisory Board, and the project leads is the Secretary, Mr James Lowry (UK).

All contributions to the work of the Africa Programme are made by volunteers.

Linkage of the Africa Programme to PCOM goals

PCOM Goal	Africa Programme Linkage	Strength of Linkage
Building capacity in the records and archives profession	<ul style="list-style-type: none"> • By developing and supporting regional professional networks and associations as infrastructure for advocacy, the Africa Programme is building capacity through legitimization and attracting state resources for archives and records management. • By reviewing, identifying and/or developing relevant and appropriate curriculum for archives and records management, the Africa Programme is building capacity among archivists and records managers to educate and to deliver training to others. • By building partnerships in support of conservation and preservation training and by developing and delivering practical training in digital records management and preservation, the Africa Programme is building capacity among archivists and records managers to perform tasks and to deliver training to others. 	Strong
Influencing the development and use of new technologies	<ul style="list-style-type: none"> • By reviewing, identifying and/or developing relevant and appropriate curriculum for archives and records management and by developing and delivering practical training in digital records management and preservation, the Africa Programme is engaging state actors on the need for adoption and evolution of new technologies for archives and records management. 	Strong
Raising awareness	<ul style="list-style-type: none"> • Advocating for strong archival institutions and by drawing government attention to archives through international solidarity, the Africa Programme is raising awareness of the need to establish and resource archives and records repositories. 	Strong

Risks to the success of the Africa Programme

- There is a significant risk that advocacy interventions will fail because of a lack of capacity to sustain relationships between the ICA and partner organizations, given the limited time volunteers can contribute. The Africa Programme will ask Advisory Board members or others to take the lead on particular strands of this work in order to improve the potential for success.
- Geopolitical situations and economic factors outside the control of the Africa Programme may limit the planned reinvigoration of the CENARBICA and WARBICA branches. Further, local ownership and leadership of the branches and sustained political and financial support may not be forthcoming. The election of new boards and the development of strategic plans for the various branches across Africa may help, as will the involvement of ESARBICA in an advisory capacity, as that branch has had significant success maintaining high levels of activity.
- The plans to review, identify and/or develop curriculum and provide conservation and preservation training are dependent on work being delivered by ICA's partners, namely the InterPARES Trust Africa Team and ICCROM, respectively. There is a moderate to high risk that these goals of the Africa Programme will not be delivered because of these dependencies. The Africa Programme will continue to work closely with ICA's partners to monitor progress and offer support whenever possible. For instance, it may be possible for AP to marshal international volunteers to aid in the work of the InterPARES Trust Africa Team if needed.
- Training in digital records management and preservation is being delivered directly by the Africa Programme, with no dependencies other than volunteer commitment. The risk to this work item is therefore relatively low. However, it will require ongoing financial support from PCOM for the remainder of the programme period (to 2020).

Goals for the Africa Programme 2018-2020

- Build on the Africa Programme's early success with advocacy by cultivating new relationships with governments, pan-African organisations and international NGOs to support institutional capacity building for archives.
- Support the delivery of ICA's first annual conference in Africa, in Cameroon in 2018.
- Reanimate the CENARBICA and WARBICA branches, so that colleagues in central and west Africa have professional networks offering support and development opportunities.
- Collaborate with partners to deliver on the capacity building requested by ICA's African members, particularly around curriculum review, conservation and preservation training and training in digital records management and preservation.
- Consult widely on the need, viability and priorities for a second phase of the Africa Programme (2020–2025).

2. New Professionals Programme

The New Professionals Programme's central contribution is towards the PCOM goal of Building Capacity in the Records and Archives Profession.

Overview

The New Professionals Programme (NPP) aims to encourage future leaders in the archival profession to be active members of the ICA, as well as becoming committed professionals who will help to stimulate international engagement with professional communities in their own countries and around the world. ICA encourages anyone new to the profession to consider themselves 'New Professionals' and to take advantage of the communications and documentation generated as part of

the NPP. Specifically, the NPP identifies and designates an annual cohort of up to six 'Active New Professionals' and provides this team with support, advice and guidance throughout the year or so in which they are formally identified as active members of the Programme. This support includes providing bursary funding to support each of the six members to attend the ICA's Annual Conference or Quadrennial Congress in the year in which they are considered Active NPs.

ICA support for Active NPs also includes:

- Coordinating opportunities for NPs to participate actively in the Conference;
- Pairing Active NPs with 'Conference Buddies' during the Conference, to provide them logistical support, advice and guidance during the event;
- Pairing of Active NPs with 'Mentors' after the Conference, to provide professional support, advice and guidance over a minimum one-year period (ideally continuing over two- to three years in total);
- Coordinating project work by the Active NPs;
- Providing a technical infrastructure to allow NPs to develop and maintain a communications network among themselves and to share communications with the wider archival community and the public.

Roles and responsibilities

- The NPP is overseen primarily by a volunteer New Professionals Programme (NPP) Coordinator, who is the primary contact for the bulk of NPP activities during the year.
- ICA's Administrative and Financial Officer is the primary contact for financial matters and other practicalities related specifically to bursaries.
- A coordinator of 'conference buddies' and 'mentors' pairs NPPs with archival professionals at the annual conference and after, so that the conference buddies and mentors can provide advice, support and guidance to the NPs.
- Members of PCOM help evaluate applications for NPP bursary funding and support other NPP activities as appropriate.
- ICA members provide support by acting as conference buddies and/or mentors.
- The PCOM Secretariat, in particular the Programme Officer and the Deputy Secretary General/Training Officer, provide ongoing administrative support and policy guidance.

Linkage of the NPP to PCOM goals

PCOM Goal	NPP Linkage	Strength of Linkage
Building capacity in the records and archives profession	By actively supporting and encouraging new professionals, and by offering them guidance, mentorship, networking and training opportunities, PCOM is helping to increase professional capacity in different regions of the world.	Strong
Influencing the development and use of new technologies	By requiring new professionals actively to use digital communications technologies and social media, PCOM is increasing their skills and knowledge about new technologies and also broadening the	Medium

	audience receiving information about ICA activities, by actively supporting the use of social media such as Twitter and Facebook.	
Raising awareness	Active NPs write and issue the <i>NP Newsletter</i> and provide a set of articles to <i>Flash</i> , both of which contribute to ICA's publicity and advocacy efforts. As new professionals complete their year as Active NPs, they can become the 'new voice' of the profession, and their ideas and perspectives can be shared within and outside the profession, raising awareness of the profession and of the value of records and archives.	Low to Medium

Risks to the success of the NPP

- The volunteer commitment to support NPP activities is significant; this level of volunteer time and effort could prove unsustainable over time.
- If bursary funding for NPPs does not continue to be available at anticipated levels, the programme will not be supportable in future.
- If ICA members do not support the NPP as conference buddies or mentors, the advice and mentoring component of the programme will weaken.
- The strength and diversity of the NPP cohort each year depends on the quality of applications, which can vary markedly, particularly for applicants for whom the common ICA languages – English, French, or Spanish – are not languages with which they are comfortable.

Goals of the NPP 2018-2020

- Ensure that all Active NPs are successfully paired with conference buddies and mentors and that the relationships are mutually satisfying.
- Promote the NP 'brand' across the international records and archives community to encourage more newcomers to the profession to self-identify as New Professionals and participate in ICA activities.
- Expand the communications network for and profile of NPs around the world, to raise professional and public awareness of the NPP and also of the nature of records and archives work and the profession.
- Support the goals of the Africa Programme by ensuring New Professionals content is included and promoted as part of the Annual Conference 2018 in Cameroon.

3. Training Programme

The Training Programme's central contributions are towards the PCOM goals of Building Capacity in the Records and Archives Profession and Raising Awareness.

Overview

ICA's Training Programme was established in May 2017. The Training Programme is based on a detailed report produced in November 2016 by the PCOM Working Group on Online Learning established by Normand Charbonneau, VP Programme, under the leadership of Deputy Secretary

General and Training Officer Margaret Crockett. Membership in the Working Group included: PCOM members Mariella Guercio, Didier Grange and Vitor Marques da Fonseca; New Professional Ryan Courchene from Library and Archives Canada; and ICA Secretariat representatives Marianne Deraze, Christine Trembleau and Jessica Squires.

The ICA Training Programme aims to provide ICA members with high-quality training opportunities across the full scope of archive and recordkeeping competencies via a range of delivery methods including online learning, face-to-face training and training of trainers. The Training Programme is designed to work with the New Professionals Programme and the Africa Programme to reflect and address PCOM's priorities for ICA's professional expertise, support and development. The overall goals of the Training Programme are to:

- Support the initial and continuing professional development of archivists and recordkeepers around the world
- Build capacity in areas of the world where archival education and training need to be strengthened
- Identify and protect archives through awareness raising and training
- Ensure that the skills and competencies are in place for ICA members to adhere to and exploit ICA standards, publications and tools.

The Training Programme operates under ICA's Training Policy, which states explicitly that ICA does not offer professional education but restricts its training activities to awareness raising, initial training and continuing professional development. The training strategy involves building on existing materials and activities; focusing on PCOM's current priorities; and gradually building a comprehensive, consistent and effective training programme.

The Training Programme is under development, but eventually it will include the following elements:

- A range of easily accessible training resources
- An updated Train the Trainer package and a standard methodology to follow when delivering training for the ICA
- A number of training packages for face-to-face delivery
- A set of online training modules
- A database of names, contact information and areas of expertise for potential trainers
- A broad-brush competency model to set out the content of and levels for ICA training
- A mentoring scheme

These initiatives will be developed incrementally to create a high-quality reservoir of materials that can be accessed and used by ICA members around the world for initial training and continuing professional development, so that they may develop their own training packages and use the resources to help increase the number of trainers in different regions and the skills and capacities of those trainers. The first tasks in implementing the programme are to complete a membership survey on training needs and a review of existing training resources.

Roles and responsibilities

- The Training Programme is managed by the ICA Training Officer (who is also the Deputy Secretary General) on a two-day a week consultancy contract.
- The ICA Website Officer provides technical expertise and support.

- ICA volunteers provide support on various tasks, undertaking research, drafting training materials and advising on specifications and project plans.

Linkage of the Training Programme to PCOM goals

PCOM Goal	Training Programme Linkage	Strength of Linkage
Building capacity in the records and archives profession	The overarching goal of the Training Programme is to provide opportunities for members to learn, develop and improve their professional expertise.	Strong
Influencing the development and use of new technologies	Specific training content is developed, such as the Africa Programme's curriculum in digital records management and practical training resources in digital records management and preservation, to support increased understanding of and effective use of new technologies.	Medium
Raising awareness	The Training Programme raises awareness of the depth and complexity of records and archives management and aims to increase understanding about the importance of managing archives and records effectively. The planned MOOC on the Universal Declaration on Archives, currently under development by the secretariat, will also support this goal.	Strong

Risks to the success of the Training Programme

- Should the Training Officer leave the ICA or be directed to work on other projects, the capacity needed to complete work on the Training Programme would be reduced.
- Limitations on volunteer resources would hinder the delivery of all aspects of the programme.
- Initiatives offered by the ICA's Training Programme may overlap with the development and delivery of training and education initiatives by Regional Branches, resulting in a duplication or misdirection of resources if close oversight is not maintained.
- Members who have limited or inconsistent Internet connectivity or poor access to digital technologies may not be able to take advantage of online offerings.

Goals of the Training Programme 2018-2020

- Establish technical platforms, registers, relationships and frameworks, including:
 - Procuring and implementing a digital Learning Management System
 - Establishing two or three strategic partnerships with other training providers or stakeholders with similar training goals
 - Establishing a training register to record ICA training activities
 - Developing a competency model

- Creating a register of trainers
- Developing an ICA mentor scheme
- Researching certification or validation for the ICA Training Programme
- Develop materials for face-to-face training, including:
 - Establishing training guidelines
 - Updating the Train the Trainer Pack
 - Reviewing or developing three face-to-face training packages
- Develop online learning materials, including:
 - Developing two online learning packages
 - Creating two online learning gateways
- Capture and promote ICA Programme activities and products for repurposing as training resources, including:
 - Reviewing ICA online resources
 - Establishing a framework for commissioning and delivering workshops for annual conferences, according to a standard template
 - Recording and publishing key speeches and presentations at Annual Conferences and other ICA events
 - Supporting sections, branches, expert groups, New Professionals and Africa Programme participants in their training initiatives
 - Supporting PCOM-funded project teams who include training as part of their projects.

4. Expert Groups

The Expert Groups contribute towards all three of the PCOM goals: Raising Awareness, Influencing the Development and use of New Technologies and Building Capacity in the Records and Archives Profession.

Overview

The Expert Groups are an essential part of the ICA professional community; the ICA and the archival community at large can draw on their expertise and knowledge on archives and records management matters. Established as needed by the Executive Board on the recommendation of the Programme Commission, the Expert Groups serve to help focus attention on specific professional issues; they also help to recruit new ICA members by reaching out to specialists in their different areas of knowledge and expertise.

Individual members of Expert Groups, along with the other ICA volunteers in Branches and Sections around the world, form the backbone of the ICA's activities. In order to ensure these diverse groups work in a coordinated and focused manner, the ICA assigns liaisons from PCOM to provide linkages from the groups back to the Programme Commission and the ICA as a whole.

The following Expert Groups currently operate within the ICA:

- Advocacy – AEG
- Appraisal – EGA
- Archive Buildings and Environments – EGABE
- Archival Description – EGAD
- Emergency Management and Disaster Preparedness – EMDP
- Archives and Human Rights – HRWG
- Photographic and Audiovisual Archives – PAAG
- Legal Matters – EGLM
- Research Services and Outreach – EGRSO
- Shared Archival Heritage – EGSAH
- Digital and Physical Records - EGMDPR

The following goals were listed for the Expert Groups in the PCOM Business Plan for 2016-2017:

- Update web content and, where needed, renew membership within different Expert Groups
- Develop four-year planning documents and identify specific projects
- Submit funding proposals for projects to PCOM
- Continue and improve regular reporting to PCOM
- Encourage the use of the ICA Expert Group’s workspace to facilitate collaboration and product development

Roles and responsibilities

The following criteria apply for each Expert Group:

- Membership in each group cannot exceed ten people.
- The members are selected for their proven expertise in the field, and their participation is approved by the Vice President Programme.
- The membership term of any member of an Expert Group is four years, after which the term may be renewed for another four years with a further possibility of renewal.
- Each Expert Group must have a chair, a co-chair, a secretary and a webmaster.

Linkage of the Expert Groups to PCOM goals

The linkages expressed in this section are notional. These linkages could be strengthened and clearly articulated in future strategic planning documents by reference to the specific Expert Group plans.

PCOM Goal	Expert Group Linkage	Strength of Linkage
Building capacity in the records and archives profession	<ul style="list-style-type: none"> • Appraisal of Archives • Archive Buildings and Environments • Managing Digital and Physical Records • Archival Description • Emergency Management and Disaster Preparedness • Human Rights • Legal Matters • Shared Archival Heritage 	Strong to medium
Influencing the development	<ul style="list-style-type: none"> • Appraisal of Archives 	Strong to medium

and use of new technologies	<ul style="list-style-type: none"> • Archive Buildings and Environments • Managing Digital and Physical Records • Archival Description • Legal Matters • Photographic and Audiovisual Archives 	
Raising awareness	<ul style="list-style-type: none"> • Advocacy • Archival Description • Human Rights • Legal Matters • Research Services and Outreach 	Strong to medium

Risks to the success of the Expert Groups

- The members are volunteers; the ability of members to coordinate their inputs and/or fulfil their terms of service or commitments to their Group is dependent on their availability and willingness to serve.
- There is a significant dependence on the Chair to coordinate activities and ensure the success of Expert Group initiatives.
- There are challenges to recruiting members with appropriate skills and experience.
- There is a significant dependence on PCOM funding to support the attendance of Expert Group members at conferences or to support projects or initiatives.
- The high degree of autonomy of the different Expert Groups means their goals may not align with those of PCOM or the ICA.

Goals for the Expert Groups 2018-2020

- Review and renew membership to support sustainability and growth.
- Update web content for each Expert Group and maintain quality content over time.
- Develop four-year planning documents and projects within each Expert Group.
- Develop communication plans within each Expert Group.
- Submit funding proposals for projects to PCOM.
- Continue and improve regular reporting to PCOM.
- Encourage use of the ICA Expert Group's workspace to facilitate collaboration and product development.
- Clarify the relationship between Sections and Expert Groups.
- Provide ongoing support for the New Professionals Programme, the Africa Programme, and the Training Programme.

5. Sections

Through Section-managed, PCOM-funded projects and other Section activities, the Sections contribute towards the three PCOM goals of Raising Awareness, Influencing the Development and use of New Technologies and Building Capacity in the Records and Archives Profession.

Overview

Sections are a great source of professional knowledge and expertise, enhanced by exchanges of

information at the international level. They also provide a natural home for many institutional and individual members who share common professional interests or activities.

The following sections currently operate within the ICA:

- Section for Education and Training - SAE
- Section for Archives of Faith Traditions - SAFT
- Section on Notarial Archives - SAN
- Section on Architectural Archives - SAR
- Section on Business Archives - SBA
- Section of International Organisations - SIO
- Literary and Artistic Archives - SLA
- Section of Local, Municipal and Territorial Archives - SLMT
- Section of Professional Associations - SPA
- Section on Sports Archives - SPO
- Section for Archives of Parliaments and Political Parties - SPP
- Section on University Archives - SUV

The following goals were listed in the PCOM business plan 2016-2017 and are applicable for Sections.

- Update web content for each Section and maintain quality content over time.
- Develop four-year planning documents and projects within each Section.
- Submit funding proposals for projects to PCOM.
- Continue and improve regular reporting to PCOM.
- Encourage use of the ICA Sections workspace to facilitate collaboration and product development.

Roles and responsibilities

- In keeping with the Constitutional requirements, Sections will meet at least once between 2018 and 2020. (Each Section is required to meet at least once every two years.)
- Each Section will elect a bureau with a chair, up to two vice chairs, up to two secretaries and at least three other members.
- Each Section will have an annual bureau meeting, at the very least.
- Each Section will establish up-to-date regulations consistent with the Constitution and approved by the Executive Board.
- Each Section will submit a yearly budget plan to the Executive Board and PCOM, including estimated budgetary expenses and revenue (if any).
- Each Section will submit a written report to PCOM twice yearly and to the Executive Board once yearly.

Linkage of the Sections to PCOM goals

The linkages expressed in this section are notional. These linkages could be strengthened and clearly articulated in future strategic planning documents by reference to the specific Section plans.

PCOM Goal	Section Linkage	Strength of Linkage
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Building capacity in the records and archives profession	<ul style="list-style-type: none"> • SAE - Section for Education and Training • SPA - Section of Professional Associations • All professional sections have the potential to have a positive impact on building capacity internally to their respective communities of practice through knowledge-sharing. 	Strong to medium
Influencing the development and use of new technologies	<ul style="list-style-type: none"> • SAE - Section for Education and Training • SAR - Section on Architectural Archives • SLA - Literary and Artistic Archives • SPA - Section of Professional Associations 	Medium
Raising awareness	<ul style="list-style-type: none"> • SPA - Section of Professional Associations 	Strong to medium

Risks to the success of the Sections

- The members are volunteers; the ability of members to coordinate their inputs and/or fulfil their terms of service or commitments to their Section is dependent on their availability and willingness to serve.
- There is a significant dependence on the Chair to coordinate activities and ensure the success of Section initiatives.
- There are challenges to recruiting members with appropriate skills and experience.
- There is a significant dependence on PCOM funding to support the attendance of Section members at conferences or to support projects or initiatives.
- The high degree of autonomy of the different Sections means their goals may not align with those of PCOM or the ICA.

Goals for the Sections 2018-2020

- Review and renew membership to support sustainability and growth.
- Update web content for each Section and maintain quality content over time.
- Develop four-year planning documents and projects within each Section.
- Develop communication plans within each Section.
- Submit funding proposals for projects to PCOM.
- Continue and improve regular reporting to PCOM.
- Encourage use of the ICA Section's workspace to facilitate collaboration and product development.
- Clarify the relationship between Sections and Expert Groups.

- Provide ongoing support for the New Professionals Programme, the Africa Programme, and the Training Programme.

6. Regional Branches

Through Branch-managed, PCOM-funded projects and other Branch activities, the Branches contribute towards the three PCOM goals of Raising Awareness, Influencing the Development and use of New Technologies and Building Capacity in the Records and Archives Profession.

Overview

Regional Branches allow for the sharing of professional knowledge and expertise at the regional level and provide a natural home for many institutional and individual members in particular geographic regions of the world.

The ICA includes 13 Regional Branches, which provide member services and benefits to all regions of the world. The Regional Branches are listed below:

- Asociación Latinoamericana de Archivos - ALA
- Arab Regional Branch - ARBICA
- Caribbean Regional Branch - CARBICA
- Regional Branch for Central Africa - CENARBICA
- East Asian Regional Branch - EASTICA
- Eastern and Southern Africa Regional Branch - ESARBICA
- Eurasia Regional Branch - EURASICA
- European Regional Branch - EURBICA
- North American Archival Network - NAANICA
- Pacific Regional Branch - PARBICA
- Southeast Asian Regional Branch - SARBICA
- South and West Asian Regional Branch - SWARBICA
- West African Regional Branch - WARBICA

Roles and responsibilities

As required by the ICA Constitution, the Regional Branches serve to implement ICA policy in the regions. While Regional Branches may decide their own priorities, the overall programme and activities of Regional Branches must be consistent with the Constitution. Regional Branches may establish their own regulations, as long as these are consistent with the ICA's Constitution and are approved by the Executive Board. Regional Branches are responsible for their own budget. Regional Branches may apply for grants from ICA funds.

Regional Branches are represented at a global level by one of the ICA's vice-presidents. Regional Branches are required to provide an annual report for the PCOM/Executive Board meeting each year.

Linkage of the Branches to PCOM goals

Given the significant variations in the state of development and level of activity across the Regional Branches, it is not possible to identify universally applicable linkages with PCOM goals. In those Regional Branches that are most active, the linkages are strong, but in other Branches the linkages may be weak or may not be known.

PCOM Goal	Regional Branch Linkage	Strength of Linkage
Building capacity in the records and archives profession	Training and education initiatives, including the delivery of workshops and annual conferences and the development of training and resource materials.	Variable
Influencing the development and use of new technologies	Use of Internet and digital technologies for professional communications and Branch activities. Development and delivery of training and capacity building activities to support the use of new technologies.	Variable
Raising awareness	Communications and liaisons with local governments about the importance of recordkeeping and archives management.	Variable

Risks to the success of the Branches

- The Regional Branches largely work in isolation from each other; there is a strong potential for overlap and/or gaps in programmes and services that could result in duplication of effort or poor use of resources.
- The development and delivery of training and education initiatives by Regional Branches may overlap with initiatives offered by the ICA's training programme, resulting in a duplication or misdirection of resources if close oversight is not maintained.
- The variable level of activity across the Regional Branches limits the ability of the branch structure to remain consistently strong across the globe.
- Limited funding prohibits some Regional Branches to carry out robust programmes or even to attend annual Executive Board meetings.
- The Regional Branches depend heavily on local volunteer effort, which may be more or less available depending on the overall professional capacity in the region in question.
- Some Regional Branches are spread over great geographic distances, and some may also be poorly served by Internet connectivity and digital technologies, presenting challenges to communications, cooperation and collaboration.
- Some Regional Branches are based in parts of the world already well served by other professional associations, potentially limiting participation by practitioners who do not have the time or resources to engage with many different professional groups.

Goals for the Branches 2018-2020

The level and nature of activities of the different Regional Branches vary significantly, and Branches set their own plans and goals. However, they are accountable to PCOM for Programme-related activities. Therefore, PCOM identifies the following Regional Branch goals for 2018-2020:

- Update web content for each Regional Branch, as technology and resources allow, and maintain quality content over time.
- Ensure the ICA's visual identity is used on all Regional Branch documentation and web resources.
- Develop programme-related projects within each Branch.
- Submit funding proposals for projects to PCOM.
- Continue and improve regular reporting to PCOM.
- Provide ongoing support for the New Professionals Programme, the Africa Programme, and the Training Programme.

Appendix 1: Environmental Scan

Below is a summary of the environmental scan conducted by the ICA to identify current conditions; these conditions may affect the success of PCOM's efforts to achieve its strategic goals and objectives over the 2018-2020 planning cycle.

Global Borders and Security

There is increasing emphasis around the world on national borders and security, and increased pressures on budgets are leading to a decline in the willingness of national and international agencies to cooperate, collaborate, and share information and work across national and cultural borders.

Governments and jurisdictions face challenges with implementing information security and cloud computing in a digital age, especially to address the potential conflict between "borderless" information management and the legal requirements of some jurisdictions to manage their government or other information within legally identified borders. In addition, global economic trends are putting downward pressure on available budgets for international work.

PCOM may find reduced financial or other support for international activities as governments and regions around the world struggle to address these changes in priorities for borders and security.

Role and Value of Information

There is a growing understanding of the value of information and greater concern for issues of information ownership, rights, privacy, access and Open Government. There is also increasing confusion about concepts of data, information, records and evidence, along with difficulties balancing the needs and desires for "big data" management, leading to the retention of large and unappraised data sets. Also of heightened concern is the need to protect privacy, leading to a potential increase in the destruction of unwanted/unneeded records and information.

There are also challenges associated with capturing relevant documentation in an ever-changing digital environment where the way societies produce, store and communicate documents changes from day to day.

PCOM may find that definitions of records, information, data, and evidence are not understood or applied consistently. PCOM may also find an increased reluctance to embrace the goals of archival preservation and the dissemination of documentary evidence, given the pressure to reduce the volume of information and also to protect privacy in a digital age.

Technology

The management and preservation of complex, high volume (big data) digital information and archives within the context of rapid uptake of new technology is often taking place without a strong information management infrastructure, especially in low resource areas. Also, the standards and solutions for information management and information technologies are still emerging and evolving. Achieving consistency in the face of continuous technological change remains an ongoing challenge.

PCOM may find it difficult to ensure its activities, resources, training offerings and other support for the records and archives community around the world remain current and in step with ever-changing technological trends and priorities.

Collaboration, professional development and competencies

The professional competencies identified for the recordkeeping and archivist professions have not caught up with changes in information management and information technology. As information, data, records and evidence management merge together, the once-distinct roles of archivist, recordkeeper, information manager and information technologist are increasingly blurred.

At the same time, there are more opportunities for collaboration with partner organisations, private enterprise and sponsors, as businesses look for more efficient and effective ways in which to create, manage and share information faster and more easily, with the help of digital communications technologies.

PCOM may struggle with the potentially competing goals of (on the one hand) encouraging collaboration in information management while (on the other hand) recognizing the distinct responsibilities of different professional spheres of activity. Both the commonalities and distinctions between information management, records management, data management and other professional responsibilities need to be addressed in a consistent and strategic manner.

ICA Context

The arrival of a new Secretary General in 2018, followed by elections of the ICA Elected Officers (President, Vice President Finance, and Vice President Programme), could mean a change in strategic orientation for the ICA as a whole. The ICA is also due to review its Strategic Direction in 2018-2019.

PCOM's planning, priorities and direction will very likely be affected by these anticipated changes in the ICA's structure, operations and representation.