## Results Strategic Plan 2021-2024

### NETWORKED AND COLLABORATIVE
ICA will strengthen its network, enabling more collaboration and to be more collaborative

**ICA will...**

| 1.1. Be streamlined and frictionless to enable members to share information and collaborate together. | • New database – possibility for members to contact each other via the directory.  
• Updated database which allows members to take ownership of their contact details and update them as needed, so that the Directory is always up to date.  
• Support provided by the ICA Secretariat in disseminating information on events, updates and initiatives led by the ICA Groups through the Council’s communication channels.  
• Definition of processes and timeframes in the Communications area to provide logistical support to offer virtual events proposed by ICA members and their groups. |
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| 1.2 Provide better information sharing platforms and mechanisms for cooperation and collaboration. | • ICA members use a variety of platforms to share and connect within and outside the ICA network, including SharePoint, Zoom, LimeSurvey and now our new website hosted on WordPress.  
• ICA Programmes and expert groups have been provided with dedicated SharePoint environments. |
| 1.3 Ensure ICA Administration and branches collaborate more closely while facilitating branch to branch and branch to section collaboration. | • All efforts made from the ICA Secretariat to obtain up-to-date information from branches on their bureaus / Steering Committee, so as to make sure bureau members are in good standing and thus do appear on the directory for the branch.  
• ONGOING |
| 1.4 Ensure ICA Administration and sections collaborate while facilitating section to section and section to branch collaboration. | • All efforts made from the ICA Secretariat to obtain up-to-date information from branches on their bureaus / Steering Committee, so as to make sure bureau members are in good standing and thus do appear on the directory for the section.  
• Section showcase event for Africa in 2023 and ICA Groups Lightning Talks session at ICA Abu Dhabi 2023 Congress allowed sections and other ICA groups to learn more about each others’ activities. New collaborations are starting to happen in section programming (SPO, for example.) |
| 1.5 Improve operational processes to facilitate timely and efficient interactions | • New database – members are more autonomous and can for example add their rights-holders  
• Generic mailboxes unread caseload erased. Response rate to common inquiries reduced to a couple of days. All emails are answered, provided that they reach the Secretariat. |
between members and ICA Administration.

The ICA Secretariat has organised a clear line on the different types of enquiries received from members and external users in order to better assist those who contact us.

- The ICA Secretariat has continued to provide instructions and guidelines for better navigation of the processes (membership renewal, access to the ICA Directory) and services offered by the ICA Secretariat (logistical support for virtual activities, management of the ICA website or Zoom account).

1.6 Be clearer about volunteering opportunities and commitments and be better at recognising the contributions of our volunteer.

- Better definition of the possibility of free memberships for volunteer
- Better dissemination of the initiatives designed by the ICA groups in the ICA communications channels, including the ICA Fellows, elections, webinars, and calls for volunteers.
- Streamlined process for getting involved in expert groups, including general call, validation process and official letters of appointment
- ONGOING: especially recognition of volunteers

**TRANSPARENT, ACCOUNTABLE AND INCLUSIVE**

ICA will be a more transparent, accountable, efficient and inclusive organisation

ICA will...

2.1. Ensure that governance will be more efficient, effective and transparent.

- Sharing of online information for governance meeting to relevant participants; active participation of ECOM.
- Publication of an annual report outlining the main activities and progress made by the association in its various fields and programmes.
- Programme Commission transition to fully elected bod with clear explanation of elections process

2.2 Be less complex in the way it organises itself

- Internal regulation review process in progress
- Sharing of org chart (created for the new Annual Report)

2.3 Be more transparent in how it appoints members to governance committees or ICA bodies

- Publication of calls for elections, running of online elections under ECOM member control
- need to be in good standing enforced to ensure effective participation
- Transparent electoral process put in place by ICA Secretariat for the EB Category D member
- Since 2020, the Programme Commission started to move away from executive appointments towards elections among self-nominated candidates. This transition was intended to promote both transparency and diversity in the Commission.
- Streamlined and publicized process for appointment of expert groups members including a general call for expression of interest

2.4 Be more transparent in its finances and better communicate how member contributions are spent

- Financial reports available to all members in preparation of the Annual General Assembly
- Previous year accounts and upcoming year budget presented to the general assembly of members on a yearly basis and voted upon.
| 2.5 Be more diverse and inclusive, especially by profession and geographic region | • Re geographical distribution, see Our Members section in the new Annual Report  
• Most PCOM members are now elected by the ICA membership at large, based on ballots that provide the candidates’ home country, institution, expertise, previous ICA experience, and linguistic background. Each election will be used to re-balance PCOM in any dimension of diversity that needs correction. |
| --- | --- |
| 2.6 Develop a more robust financial model, becoming a mass member organisation with a better member offer | • Effective “clean up” of the database to ensure that lapsed members are not invoiced, resulting in an accurate budget.  
• Empowerment of Individual members with voting right to D members, as per the 2021 Constitution, actively put in practice (for the 1st time) for the ICA Presidential Election of 2022.  
• Finance and membership subcommittee started its work in 2023  
• Development of the online learning offer for members and staff of institutional members after its initial launch in 2019, including a better offer for members and additional revenue |

**IE relevant, empowering and empowered**

ICA will be relevant for and engaged with its membership, better advocating for archives, records management and the profession

| ICA will... | The ICA Secretariat has established collaborations with DPC, PhotoConsortium, Shanghai University, Family Search, Ancestry and Artefactual to develop initiatives for the benefit of our members and strategies to increase the visibility of the ICA’s work in different areas.  
• Thanks to the ICA’s collaboration with various organisations, including the Association des archivistes français (AAF), Archivistes sans frontières-International (ASF-I), the École nationale des Chartes, UNESCO, and others, we have been able to respond to situations where advocacy for the field has been needed. |
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| 3.2 Seek to foster and develop partnerships with professions and organisations outside our traditional allies (ex: data and computer sciences) | - Funded project in collaboration with the ALIPH foundation  
- DPC partnership                                                                                                                                                                               |
| 3.3 Better represent in its approach and work the information value chain from creation to access | - Continued work of the Expert Groups, especially EGRSO (Research Services and Outreach) conducting surveys (2020 and 2023) and EGAD, with the publication of the Archival Description Standard Records in Contexts.  
- Continued work of the Training Programme on online courses including both digital and physical records conservation.                                                                         |
| 3.4 Focus on cross-cutting international professional needs, such as emerging technologies, sustainable development and climate change | - The theme for the 2024 social media campaign is “Archives and Emerging Technologies”. This theme was chosen by nearly 400 of our members and extended community who voted at the end of 2023. This is the first time that our community has chosen the theme of our annual social media campaign, and given the importance of this topic, the aim of this outreach initiative is to identify the needs and debates around this topic within our profession and related fields.  
- The “Emerging Technologies” theme has been included in the past 3 international conferences organised by ICA and the “Climate Change” theme was one of the overarching themes of the ICAAbuDhabi2023 Congress.  
- A Climate Change Working group is in the process of being created.                                                                                                                                 |
| 3.5 Develop and grow its capacity building offer, complementing and supporting existing opportunities | - Development of one course on Collections care for intermediate level  
- Creation of the Training Programme Advisory Group and analysis of the community’s training needs to define a new training strategy.  
- Development of online sessions programming as part of the Africa Programme.  
- PCOM Projects funding regularly allocated to projects including training opportunities (Sections and Branches conferences, online sessions, workshops, etc.) |
| 3.6 Be an advocate for archives and the professional (archives, records and information) in key international forums | - Since 2020, the ICA Secretariat in collaboration with ALA has designed and implemented social media campaigns to virtually advocate for the archives and the profession. This initiative has brought together voices from different corners of the world that otherwise are not heard.  
- The ICA has participated in the celebration of various international days, including Human Rights Day, International Women’s Day and World Audiovisual Heritage Day, to raise awareness and visibility of the role that archives and our professionals play in the development of our society and the advancement of other fields. |