

ICA Strategic Plan 2026 – 2029

Vision

Short: ICA supports archivists and information professionals in building inclusive information societies that value trustworthy archives and records as vital to preserving humanity’s memory, ensuring accountability, and strengthening democracy by providing a global, empowered archives and records professional community.

Long: The ICA builds 21st-century information societies that value archives, records, and information in all formats—as well as the archives and information management professions— as essential assets for preserving heritage, memory, and humanity’s history, and for ensuring accountability and transparency in governments and societies.

The ICA achieves this by empowering a diverse and inclusive global community of archivists, records managers, and other information professionals, strengthening the profession through the creation and sharing of tools, resources, and good practices, so that everyone can benefit from humanity’s archival record.

ICA’s Mission: “to promote the efficient and effective management and use of records, archives and data in all formats and its preservation as the cultural and evidentiary heritage of humanity, through international cooperation, by sharing professional experiences, research and ideas on the management and organisation of archives and archival institutions.” *ICA Constitution 2.1*

Values

ICA strives to be

- Collaborative
- Transparent
- Diverse
- Inclusive

Goals

For the period 2026 - 2029, ICA will prioritize work on the following four high-level goals by implementing the specific objectives listed below each one.

1. Networking and Collaboration

ICA members have the ability to locate and connect with other members of ICA for the purposes of knowledge sharing and collaboration.

2. Training and Professional Development

ICA members have easy access to resources that expand their professional knowledge and technical expertise in archives, records management, and related fields.

3. Standards and Good Practices

Archivists and other interested users have easy access to relevant and useable standards and good practices, as well as guidelines, policies, models and procedures that support their professional activities, including innovative use of new technologies.

4. Advocacy

ICA and its members are fully equipped to convince others with influence and power, including legislators and policy makers, but also the general public and professionals in other fields, to respect, support, and provide resources for archival institutions and archivists.

Objectives will be further developed and tracked as projects in another document. One or several ICA groups may take responsibility for a project.

Goal 1: Networking and Collaboration

1.1 ICA Programs are Inclusive and Accessible

ICA will organize conferences, congresses, and other events that maximize networking and collaboration for all members, allied professions, and other allies, aiming to be accessible and inclusive by stressing affordability, support for multiple languages, and rich networking opportunities, both in person and online

1.2 ICA Programs Reach All ICA Members

1. Enliven ICA's regional networks and regional resource sharing to improve collaboration among archival institutions:
 - a. Advise and assist regional branches in convening meaningful events that address member needs at least annually, with support from Professional Sections and Expert Groups where appropriate

- b. Encourage regional archival conferences and workshops that bring together archival institutions from specific geographical areas to facilitate networking, knowledge sharing, and resource exchange.
2. Provide a clear path for the creation of new or changed ICA groups in response to member needs, allowing members with common interests to network and share good practices and maintain alignment with needs over time.

1.3 Connecting People, Knowledge and Resources

1. Strengthen internal communication and collaboration among ICA members and ICA groups (Professional Sections, Regional Branches, Expert Groups, the Forum of Professional Associations, Forum of National Archives, and Working Groups), enabling joint projects, resource sharing, and mutual support for archival initiatives.
2. Explore feasibility of facilitating international archival exchange projects that allow archives and records professionals from different countries to work temporarily in other archival institutions, fostering cross-cultural exchange, skills development, and knowledge sharing.
3. Develop and deliver cross-disciplinary information sharing activities to foster collaboration with allied professions, such as those working in information and communication technology (ICT), libraries and museums, in law, or in communications. Collaboration on topics like cybersecurity, digital preservation, data storage, and effective and ethical use of artificial intelligence will be a priority.
4. Explore ways to support and encourage interaction and resource sharing for ICA members, providing features such as:
 - a. interactive collaboration
 - b. discussion forums
 - c. resource sharing
 - d. project partner search
 - e. idea exchange
5. Develop and publicize a member-driven online database and directory of ICA institutional members, containing key information and contact points that facilitate partnerships and communities of practice for members facing similar challenges, always respecting the need for appropriate protection of member data

Goal 2: Training and Professional Development

2.1 Strategic Leadership for Continuous Professional Development

1. Establish strategic ICA Training and Professional Development priorities, with the advice of the Training Programme Advisory Group and responding to member input. Develop and deliver online and in-person training through the ICA Training Programme that follows these strategic priorities for training and professional development.
2. Coordinate and publicize a calendar of training and professional development opportunities available to the ICA network, including courses, webinars, and other events offered by Regional Branches, Professional Sections, Expert Groups, Working Groups, the Forum of Professional Associations, and the Forum of National Archivists, as well as events of interest from partner organizations.
3. Support maximum benefit for the membership by providing translation and/or captioning in multiple languages to the greatest extent possible.

2.2 Sharing Resources for Learning

1. Explore expanding the mentoring program, pairing experienced archivists with new professionals to share knowledge beyond the existing mentoring offered to active New Professionals
2. Develop a directory to assist members in finding existing educational programs for archivists and allied professionals, including both continuing education and professional development providers and formal degree programs
3. Enhance the ICA Resource Center to facilitate easy access to training and professional development resources

Goal 3: Standards and Good Practice

3.1 Strategic Leadership for Standards and Good Practice

1. Establish a means to identify and evaluate the need for new or revised standards and good practices, as well as similar products like guidelines, policies, models, and procedures. Monitor standards from other domains that affect archival work, as well.
2. Facilitate development and maintenance of standards, good practices, guidelines, and other tools in accordance with the resulting strategic priorities, either through existing ICA groups or new collaborations.

3.2 Standards and Good Practice Promotion

1. Develop a dedicated space for sharing standards and good practices.
2. Regularly publicize standards, good practices, and other tools, to ensure that members know what is available

3.3 Good Practices for Emerging Technology Adoption

1. Identify - and influence - the development of emerging technologies that are relevant to archives and records, monitoring the needs of the professional community to determine the areas where new technologies can add value
2. Develop practical tools, good practices, or guidelines for innovating with new technology and emerging areas of archival practice.

Goal 4: Advocacy

4.1 Advocacy Campaigns

1. Act as the trusted voice of the global archives profession, further developing public relations campaigns to promote the value of archives to the general public, showing how archives contribute to society, research, and cultural heritage and demonstrate the value of archives as a source of authentic, reliable evidence about the past in a chaotic information environment
2. Advocate for increased resources and policy improvements to support archives and records management with decision-makers and governments
 - a. Conduct a comprehensive landscape analysis to identify specific advocacy priorities and determine where to focus efforts to address key issues
 - b. Engage directly with government officials in areas the membership identifies as high priority through conferences, meetings and collaborative workshops to advocate for the adoption and implementation of updated policies for archives and records management
 - c. Empower local archives organizations and individuals to advocate for stronger policies for archives and records management and legislation in their countries, using advocacy toolkits or other resources

4.2 Advocacy on Issues of Importance

1. Leverage ICA's influence to bring attention to international archival crises and make a regional impact where support is particularly needed
 - a. Study the most effective and appropriate way to make public statements or communicate with national governments to support and prioritize protection of archives and archivists, archival development, good practices, and legislation.
 - b. Address international concerns and incidents by issuing statements and responses to global archival issues

4.3 ICA Voice at Influential Forums

1. Expand collaboration and influence in international initiatives with allied professions: collaborate with other organizations, increase visibility in policy discussions, and ensure that the archives sector is represented in international forums that discuss issues affecting archival work.
 - Continue formal representation on international bodies that ICA currently supports and explore additional international organizations where ICA could strengthen the position of archives.
2. Make timely, topical and considered interventions in international policy discussions on issues such as artificial intelligence, open data, human rights, climate change, and digital equity to ensure that archives are recognized as crucial tools for accountability and transparency.

Enabling Factors: ICA will achieve these goals more effectively by strengthening the way ICA works together.

1: Good Governance

1. Continue to improve how ICA's officers, secretariat, and groups reflect ICA's key values: collaboration, transparency, inclusiveness, and diversity

2: Clear, Timely and Relevant Communication

1. Develop and share a welcome packet of information on ICA resources and opportunities to all new members.

2. Expand outreach to ensure that all students in archival graduate programs know about ICA and are encouraged to join
3. Explore additional ways to reach targeted audiences, including age groups and professional communities
4. Explore additional ways to enhance communications and enable collaboration among members

3: Strong Finances

1. Develop a sustainable financial model ensuring continued support of existing programs and facilitating new programs essential to greater participation by members, including a sustainable sponsorships model through partnerships and donations
2. Explore new means of funding bursaries for conferences, training, and meeting attendance
3. Explore new means of funding capacity building programs for more direct assistance to archives
4. Continue ICA's commitment to financial transparency

4: Strong Membership

1. Launch a sustained marketing campaign to non-member archivists, reinforcing ICA's role and influence in the archives and records management sector, and describing the membership offer, all with the goal of increasing membership.
2. Support Regional Branches and Professional Sections in sustaining an active and rewarding program of regional events and activities that keep members engaged and fulfil their needs.
3. Equip members in all regions with the knowledge and resources necessary to make informed, influential and timely presentations that build their professional standing and advance the objectives of ICA.

ICA Strategic Plan 2026 – 2029

Management Plan

Goal 1: Networking and Collaboration

ID	Project	Responsible Actor	Year / Timeline	Notes	Status

Goal 2: Training and Professional Development

ID	Project	Responsible Actor	Timeline	Notes	Status

Goal 3: Standards and Good Practices

ID	Project	Responsible Actor	Timeline	Notes	Status

Goal 4: Advocacy

ID	Project	Responsible Actor	Timeline	Notes	Status

Enabler 1: Good Governance

ID	Project	Responsible Actor	Timeline	Notes	Status

Enabler 2: Clear, Timely and Relevant Communication

ID	Project	Responsible Actor	Timeline	Notes	Status

Enabler 3: Strong Finances

ID	Project	Responsible Actor	Timeline	Notes	Status

Enabler 4: Strong Membership

ID	Project	Responsible Actor	Timeline	Notes	Status