

1. Introduction

- 1.1. Today ICA is at a crucial point in its history. It has achieved a great deal since its foundation in 1948. With a network of members in 190 countries across the world it has made a major contribution to the development of standards and the advancement of archives. However, major political, economic and technological changes mean that ICA must reform itself quite radically if it wishes to be a key player on the international stage and continue to meet the needs of its members.
- 1.2. The Curaçao Consensus is intended to accelerate the many reforms which ICA is already carrying out and outline other issues which need to be tackled urgently.

To achieve all this will require considerable effort, involving not only the office bearers and staff but particularly the members of ICA.

2. Vision

- 2.1. ICA will be an organization with a strong leadership team, which listens to, and learns from, its members and stakeholders. Using its network to the full, it will respond flexibly to challenges. Working in partnership with a range of other organizations, it will be much more visible across both public and private sectors. It will act as the information hub of choice for the global archival community. It will commission 'must have' products and endorse others to produce a set of indispensable tools for records and archive professionals throughout the world,

3. Management Planning

- 3.1. The introduction of long term strategic planning needs to be a top priority and will provide the framework for all ICA activity. If ICA fails to plan, it plans to fail. The strategic plan must be accompanied by a more detailed business plan for the next two years, with clear objectives and priorities, together with specific, measurable and realistic targets for achieving them.
- 3.2. The plans need to be owned and supported by ICA's membership as a whole, with responsibilities for projects clearly established from the outset. The results of ICA's projects and other initiatives need to be regularly evaluated.

Actions

1. *Draft Strategic Plan by end January 2007 with final approval by Executive Board end March 2007.*
2. *Draft Business Plans for next two years in full consultation with ICA's branches, sections and working groups, by end May 2007.*

4. Governance

- 4.1. It is essential that ICA should have governance structures which provide clear accountability and greater transparency. It should appoint portfolio holders for key organizational issues worldwide such as marketing and promotion. ICA should constantly review its structures so that they continue to be relevant to the ambitions of its members.
- 4.2. More specifically, the four year cycle for the election of central office-holders is too long, and needs to be reduced. Executive Board and other governance meetings bring with them significant travel and staff costs. Meetings must be more effective, with good preparation, timely distribution of key papers, clear decisions and actions. The audit function needs to remain independent and be strengthened, so that members are assured that ICA's resources are being efficiently managed. Good business practices, including the compilation of a comprehensive annual report of activities and achievements, need to be followed.

Actions

3. *Produce draft of the first Annual Report, including contributions from the office bearers and audited accounts, by March 2007.*
4. *Ensure that there are firm plans to shorten the governance cycle by July 2008 (Kuala Lumpur Congress).*

5. Finance

- 5.1. The following general principles need to be firmly established:-
- Revenue should be maximized and costs carefully controlled
 - ICA needs to expand its revenue base, both by increasing its membership and finding other sources of revenue (grants, sponsorship, product sales and direct appeals to the private sector)
 - The ICA programme must match available funds.
- 5.2. The current fee structure is out of date, placing in some cases a disproportionate burden on the national archive service, and is being overhauled, in co-operation with its members. Confidence has to be built on the basis of transparent accounting and efficient use of resources.

Actions

5. *Provide transparent, audited accounts for 2006 by end March 2007.*
6. *Draft a new dues structure based on principles of fairness, transparency and ability to pay, and clearly justified by achievements by March 2007.*
7. *Activate a recruitment drive to attract new members by July 2007*
8. *Develop a fund-raising strategy by November 2007.*

6. Communications

- The implementation of a comprehensive communications strategy should have a high priority, aimed at the following targets:
 - Membership: good communication should be part of a service quality guarantee to members – this will help ICA to develop the products/services that members really want
 - Governments: get across key messages
 - Public and other organizations: raise awareness of the importance of archives and ICA's role
- 6.1. In this communications strategy the ICA website will be a key tool, and continuous investment will be required to ensure that the website remains on a par with those of major national archives.
- 6.2. Not all ICA members currently have easy access to ICA's website. ICA must, at the earliest opportunity, increase member access to the Internet in areas where this is difficult. It should also have a targeted programme of publications to ensure that those members trying to cross the 'digital divide' can keep up to date with the main developments.
- 6.3. There must be a pro-active function of 'horizon scanning' of developments relevant to the profession, based on ICA's worldwide network and delivered in a variety of ways: website, list serve, e-mail contact, etc.
- 6.4. A communications strategy based on online services will not be enough – at all times the personal touch will remain important. Key messages about ICA need to be conveyed by specially trained ICA ambassadors, particularly to government and funding organizations.

Actions

9. *Make new website generally available by 1 April 2007.*
10. *Implement communications strategy by August 2007.*
11. *Set up network of correspondents for 'horizon scanning' by May 2007.*

*Unanimously approved by the Annual General Meeting of the ICA,
Curaçao, 24 November 2006*

Summary of Actions in Date Order

<i>Action</i>	<i>Date</i>	<i>Responsibility</i>
Draft Strategic Plan with final approval by Executive Board end March 2007 (1)	end January 2007	Secretariat, Executive Board
Draft a new dues structure based on principles of fairness, transparency and ability to pay (6)	March 2007	Revenue Task Force, Treasurer, Executive Board
Produce draft of first Annual Report to stakeholders, including contributions from the office bearers and audited accounts (3)	March 2007	Secretariat, Office Bearers, Auditor
Provide transparent, audited accounts for 2006 (5)	end March 2007	Treasurer, Auditor
Make new website generally available (9)	1 April 2007	Secretariat, Contractor
Set up network of correspondents for 'horizon scanning' (11)	May 2007	
Draft Business Plans for next two years in full consultation with ICA's branches, sections and working groups(2)	end May 2007	Secretariat, PCOM, Branches, Sections
Activate a recruitment drive to attract new members (7)	July 2007	Branches, Sections
Implement communications strategy (10)	August 2007	Secretariat & Management Commission
Develop a fund-raising strategy (8)	November 2007	Vice President Promotion & Marketing Management Commission
Ensure that there are firm plans to shorten the governance cycle (4)	July 2008 (Kuala Lumpur Congress)	Executive Board