1 Vision
[Where do we want to be in a few years?]

The Advocacy Expert Group stands as a leading body and widely known and recognized Competence Centre for advocacy concerns within the international archival and records management community.

Public archives throughout the world are aware of the importance of archival advocacy and know how to promote their core business.

The uniqueness of archives and records management in the way they provide authentic evidence of human actions and their key role in ensuring administrative transparency and democratic accountability are widely recognized, as well as their role in supporting democracy and human rights and preserving collective social memory.

2 Mission Statement
[Our central purpose]

To develop and implement archival and records management advocacy, the ICA has established the Advocacy Expert Group (AEG) in April 2014. This Group works under the auspices of the ICA Program Commission (PCOM), which is funding approved activities. The Group develops programs and strategies for promoting awareness and empowerment of archives in general and the Universal Declaration on Archives (UDA) in particular.
Through its work on archival and records management advocacy, the AEG supports the three key objectives of the ICA as listed in the ICA Strategic Plan 2014-18 (available online at http://www.ica.org/17036/reference-documents/ica-strategic-implementation-plan-20142018.html

- Repositioning Archives and records management as essential in good governance, administrative transparency and democratic accountability;
- Monitoring and influencing the development and use of new technologies, especially in relation to the challenges of providing access to information, protecting citizens’ rights and preserving collective memory, which are all implicit in archives management;
- Building capacity (in particular new competencies and skills) in the records and archives profession, so that it can handle the twin challenge of managing digital records and archives on traditional media.

3 Core Values

- **Universal Declaration on Archives (UDA)** (adopted by the 36th Session of the General Conference of UNESCO on 10th November 2011)
- **The Code of Ethics for Archivists** (adopted by the ICA General Assembly 1996)
- **International archival and information management standards**, guidelines and best practices

4 Strengths, Weaknesses, Threats and Opportunities (SWOT analysis)

**Strengths:**

- Expertise and experience of AEG group members
- Affiliation to an international association and its network
- A variety of products are already outlined, in work or implemented (workshops)
- First workshops and presentations already done
- Social Media Strategy already completed

**Weaknesses:**

- Total reliance on voluntary work
- Small number of active Experts
- Different demands and interpretations of the idea and signification of archival and records management advocacy
Different archival cultures/traditions and needs in different countries
Lack of permanent funding
Dependency on one mother organization

Threats:
[Things to be addressed short-/middle term]
Many projects, possible scattering of our forces
Insufficient definition of mission (loss of focus is a danger)
Danger of developing into a general public relations group
Dependency on voluntary work
Limited direct personal contact among Experts

Opportunities:
[qualities to exploit]
Archival advocacy as a trendy topic
Existing networks and social media
Highly motivated Experts with various backgrounds
Closely connected Experts having already worked together on other projects
Limited funds and time help to concentrate and focus our forces
A variety of preliminary or ground work is already done and available
Experts speak various languages and are able to provide translations when needed

5 Key Strategies
[critical strategies to be pursued]
Benefiting from our international setting and the vast and various professional expertise of our group within the ICA, our strategies to promote advocacy include

- **Raising Awareness**: Develop programs to promote awareness of archives and records management in general as well as the Universal Declaration on Archives to be executed by the AEG and ICA members in general
- **Visibility, Publicity & Marketing**: Presentations at conferences (workshops, stalls), active presence at conferences, in the archival and records management community, in social media, print, internet (database, newsletter, brochures, booklets, flyers etc.)
- **Active Networking and Liaising**: Cooperation with the relevant ICA Sections, Branches, Working Groups and Expert Groups, archives, affiliated associations and other potential partners
- **Monitoring**: Reporting on general advocacy activities and achieving major goals and yearly programs conducted by the AEG
- **Focused Work programs**, including yearly goals
Objectives, Major Goals
[Achievements, targets over the next 3-4 years]

1) Promote the ICA’s Universal Declaration on Archives as widely as possible amongst the ICA membership, the international archival and records management network, and the general public; to develop and implement resources and activities that develop awareness of and facilitate use of the UDA by others within the ICA network. The UDA is a central pillar of the ICA’s advocacy activities.

2) Use social media and increase online presence of advocacy activities, including the UDA

3) Offer advocacy expertise within the ICA and within the international archival community

4) Develop communications within the ICA about the UDA and advocacy activities

5) Engage with membership of ICA

6) Develop relationships with ICA partners to promote the importance of records management and archives within society

7) Enhance existing and future ICA promotions and marketing activities

8) Survey advocacy resources, to develop and manage content resources on advocacy; to identify the gaps, what needs updating and what needs to be included in a data base on advocacy

9) Act as advocacy advisers when ICA needs expert opinion

10) Act as sponsors or liaison for advocacy projects initiated by other parts of the ICA network. FAN and SPA will have a representative attending Advocacy Expert group meetings to be part of the on-line discussion and work.

Strategy Action Programs
See AEG Terms of Reference and AEG Work Plan 2014 – 2018 below.
AEG Terms of Reference

About the Advocacy Expert Group

To develop and implement advocacy, the ICA has established the Advocacy Expert Group in April 2014. This Group sits under the auspices of the ICA Program Commission (PCOM) which has agreed to provide funding for approved activities.

Reporting back to PCOM ensures that:

• The work of the Advocacy Expert Group is understood and supported by the Executive Board of the ICA.
• Every activity undertaken by the Advocacy Expert Group supports the ICA’s overall strategic objectives.
• Every activity undertaken by the Advocacy Expert Group is in harmony with other programs developed by the ICA.
• Each activity enhances, where possible, other programs and activities undertaken by PCOM.

An outline program for the next four years has been prepared. This will form the basis of funding requests through PCOM to support the activities of the Advocacy Expert Group, including promotion of the ICA’s Universal Declaration on Archives (UDA), both within the archival community and beyond to the general public.

Objectives

• To promote the importance of records management and archives within society

• To promote the importance of records management and archives best practices, including access to information

• To promote the ICA’s Universal Declaration on Archives (UDA) as widely as possible amongst the ICA membership, the international archival network and amongst the general public; to develop and implement resources and activities that develop awareness of and facilitate use of the UDA by others within the ICA network. The UDA is a central pillar of the ICA’s advocacy activities.

• To enhance existing and future ICA promotions and marketing activities
• To survey advocacy resources, to develop and manage content of resources on advocacy; to identify the gaps, what needs updating and what needs to be included in a data base on advocacy

• To act as advocacy advisers when ICA needs expert opinion

• To act as sponsors or liaison for advocacy projects initiated by other parts of the ICA network. FAN and SPA will have a representative attending Advocacy Expert group meetings to be part of the on-line discussion and work.

Operation
• The Advocacy Expert Group will produce and carry out a work plan, as agreed with PCOM.

• The Advocacy Expert Group will plan and identify projects for PCOM endorsement or funding.

• The Advocacy Expert Group will take responsibility for creating and maintaining web pages aimed to provide resources on its field of expertise for ICA members.

• The Advocacy Expert Group will act as liaison with partners and groups external to ICA in the same field of expertise.

Reporting
• The Advocacy Expert Group will report to PCOM.

• A written annual report of activities and progress is to be provided by the Chair for the information of the PCOM and ICA Officers. This report will be presented during the Advocacy Expert Group annual meeting taking place during the ICA annual conference.
• If funding is gained through PCOM, activities and request will be recorded and reported in accordance with PCOM own reporting structure.

**Funding & budgeting**

• The Advocacy Expert Group will develop a proposed outline budget, for its anticipated projects; a budget request will be submitted each year for the following year to PCOM for approval.

• Expenditure will be reported to PCOM.

• The Advocacy Expert Group will comply with all of PCOM application and reporting structures.

• The Advocacy Expert Group commits to seeking funding from sources external to the ICA wherever possible.

**Membership**

• Open to all members of ICA with an interest and expertise in the field of advocacy. Membership is over a four-year cycle and can be renewed if members have shown skill, expertise, passion and commitment during the previous term. The cycle will include sufficient continuity within the group over time, but new expertise will be periodically recruited.

• Structure of the Advocacy Expert Group consists of Chair, Vice Chair and Group members. The Group members will not exceed 10 people.

• The Chair of the Advocacy Expert Group will be appointed by PCOM for a specific term which may be renewed.

• If the Advocacy Expert Group membership does not include a PCOM member, a PCOM monitor should be appointed by PCOM in consultation with the Chair.
• The Advocacy Expert Group members will meet annually during the ICA annual conference, but there will be ongoing exchanges between the Advocacy Expert Group members as well as between the Advocacy Expert Group and other parts of the ICA network, such as PCOM, FAN and SPA.

• The Advocacy Expert Group members will be members of staff in institutions which are members of ICA or will themselves be individual members of ICA.

• The Advocacy Expert Group for 2014-2018 includes the following members:

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<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tr>
<td>Chair</td>
<td>Dr. Claude Roberto</td>
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<tr>
<td>Vice Chair</td>
<td>Vacant</td>
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<tr>
<td>Members</td>
<td>Dr. Anna Pia Maissen</td>
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<td></td>
<td>Carlos Alberto Zapata</td>
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<td></td>
<td>Céline Fernandez (ICA Social Media)</td>
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<td></td>
<td>Cristina Bianchi</td>
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<td>Jenny Scott</td>
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<td>Joan Soler Jiménez</td>
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<td>Koketso Ingrid Mokwato</td>
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<td></td>
<td>Marta Lomza</td>
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<td></td>
<td>Muhammad Lutfu</td>
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<td>Fred van Kan (SPA)</td>
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<td>Eric Chin (FAN)</td>
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Representatives of other ICA groups (such as FAN and SPA) are part of the Advocacy Expert Group.

*Terms of Reference approved in Girona at the first Annual Assembly of the Advocacy Expert Group during the ICA 2014 Annual Conference*
AEG Work Plan 2014-2018

The plan presented below contains a range of activities and ideas to conduct advocacy activities and promote the UDA, the ICA, and archives in general. The activities can be run concurrently, and will all work in harmony with other activities undertaken by the ICA. This Work Plan includes six Strategic Objectives followed by specific activities.

1) Developing a strategy for awareness of archives in general and promotion of the UDA, that can be executed by the Advocacy Expert Group members and other members of the ICA

This will enable new ideas to be developed and implemented.

While it is acknowledged that archivists have a good understanding of the environment in which they operate, external professional advice must be sought in order to broaden our thinking and to leverage networks that are currently unknown to us.

A large number of the ICA members are unaware of the potential of the UDA. This requires urgent attention if the ICA wishes to maximize the potential of having the UDA as a “central pillar” of its advocacy objectives and programs.

Outside professional input should help the Advocacy Experts to: Develop a media tool kit that can be easily customized for use by different languages and cultures, including media releases, contact details, promotional images and ideas for increasing awareness of archives and use of the UDA (2014-2018).

2) Develop communications within the ICA about the UDA and advocacy activities

- To have on-going and regular inclusion of news items about recent advocacy events, including UDA events, in Flash and on the ICA website
- To translate important advocacy news in French, English and Spanish and encourage also to have these news available in as many other languages as possible
- To maintain, update and monitor the section on the UDA in the ICA website which currently holds the templates, translations and PDFs of the poster
• To develop cross promotional activities and services which show connection between the UDA and other ICA products, such as the Good Governance toolkit, Access Principles, etc.
• To maximize the potential of the UDA online register by promoting the online register, by developing news items from the register (such as milestones reached for number of signatures), by using data to make better promotional decisions, such as data on cultural or language groups not well represented on the register.

3) Engage as soon as possible with membership of ICA
• To ask each Section, Branch, Working Group and Expert Group to consider the UDA and report back to the Advocacy Expert Group on:
  - How it is applicable for their area of specialty/cultural area
  - What activities they can conduct to use the UDA
• To ask each Section, Branch, Working Group and Expert Group to feature the UDA in their next annual conference/meeting
• To get feedback from each Section, Branch, Working Group and Expert Group and to include this feedback in the UDA promotional activities
• To invite each Section, Branch, Working Group and Expert Group, conducting advocacy activities, to attend Advocacy Expert Group annual meetings
• To champion projects supported by ICA both within and beyond ICA, such as the Information Culture project

4) Use social media and increase online presence of advocacy activities, including the UDA
• To establish and manage a stand-alone Facebook page as well as a Twitter account to publicize activities conducted by the Advocacy Expert Group
• To develop an image gallery of “around the world” advocacy activities
5) **Offer advocacy expertise within the ICA and within the international archival community**
   - To survey current advocacy resources, develop and make available a data base of advocacy resources
   - To survey current advocacy practices and identify gaps where training is needed
   - To offer face to face presentations by the Advocacy Expert Group members in the following locations:
     - 2014 Girona ICA Annual Conference
     - 2015 Reykjavik ICA Annual Conference
     - 2016 Seoul ICA Annual Conference
   - To develop a package to train and enable others inspired by the UDA to hold their own workshops in places and events beyond the reach of the ICA (2014-2016)
   - To make available news items about advocacy and the UDA in newsletters, e-news vehicles and on the websites of supportive professional organizations and institutions

6) **Develop relationships with ICA partners**
   - To enhance visibility of the UDA in relation to partners’ program and events
   - To develop a liaison with partners, regarding events that could include mention of the UDA
   - To send moral support to areas where records management and archives are at risk and where advocacy is needed

*Work Plan approved in Girona at the first Annual Assembly of the Advocacy Expert Group during the ICA 2014 Annual Conference*