1. INTRODUCTION

The Eastern and Southern African Regional Branch of the International Council on Archives (ESARBICA) is a professional body that brings together national archives, other information institutions and individuals in the region to discuss on matters of archives, preservation of documentary heritage, records and information management. It is one of the 13 Branches of the International Council on Archives (ICA) formed in 1969 to carry out the aims and objectives of its mother body, the ICA. At its formation, the branch was known as the East and Central African Regional Branch of the International Council on Archives (ECARBICA) because its membership extended to countries in the central African region. Drawing from the objectives of the ICA, ESARBICA’s specific objectives can be summed up as: establishing, maintaining and strengthening cooperation between archivists; promoting preservation of archival heritage; facilitating use of archival materials; sponsoring professional training of archivists in the region, and coordinating collection and preservation of oral traditions/oral history. ESARBICA aims to be a leader and centre of excellence in archival and records management developments in the region and internationally.
Since its formation in 1969, ESARBICA has made considerable progress in a number of areas. Notably, it has been one of the most active members of the ICA, and has had regular biennial conferences with high quality presentations from around the world. It has also had regular meetings of national archivists/records managers and has had a strong Executive Board over the years. In terms of publications, ESARBICA has been able to publish its journal and newsletter regularly. However, in spite of these positive developments it has had a number of challenges. The concerns which have been raised in a number of meetings and which have formed resolutions over the years include: human resource development and capacity building; collection and preservation of oral traditions; repatriation of migrated archives; lack of records management policies and procedures; raising awareness and marketing strategies for national archives. From all these concerns, ESARBICA has identified a number of priority areas to be addressed in this strategic plan covering 2018-2021.

2. PURPOSE OF THE STRATEGIC PLAN

This strategic plan outlines the objectives and activities of ESARBICA to be implemented during the 3 year period from 2018-2021. The plan aims to address the growing challenges that ESARBICA member states continue to face in management of archives and records. A number of challenges have been identified that will need great improvement if ESARBICA has to remain relevant in national development and play a significant role in driving public sector reforms in member countries. A regional integrated approach to addressing the challenges is highly envisaged in this strategic plan.
1. **VISION AND MISSION**

**Vision Statement**

To be a leader and centre of excellence in archival and records management in the 21st Century and beyond

**Mission Statement**

To ensure the advancement of archives and records management in ESARBICA through collaboration and co-operation, consistent with the objectives of the International Council on Archives (ICA)

3. **CORE VALUES**

   i. Professionalism
   ii. Integrity
   iii. Impartiality
   iv. Accountability
   v. Transparency

4. **MANDATE**

   • providing a forum for the exchange of professional ideals and expertise in the administration and preservation of archives and records;

   • promoting, organising and co-coordinating activities in the management of records and archives at both regional and international levels;

   • establishing, maintaining and strengthening relations between archivists in the ESARBICA region and other professionals and institutions concerned with the administration and preservation of records and archives;

   • carrying out the aims and objectives of the International Council on Archives;
• facilitating continuing education through professional attachments, study visits, seminars and workshops;

• providing technical and financial assistance to members whenever possible; and

• promoting the implementation of the professional code of conduct (code of ethics)

5. JUSTIFICATION TO THE STRATEGIC PLAN

In 2003, the ESARBICA Ministers in charge of Archives and Records Management made a Declaration on Archives in Africa and came up with a number of recommendations to guide development of programmes aimed at addressing the challenges faced by member countries. The Declaration identified gaps in a number of areas that needed to be addressed. Among these recommendations was the need to build capacity in the following areas: preservation and management of electronic records; development training; repatriation of migrated archives; protection of archives and manuscripts; proper archiving; promoting archival heritage through joint programmes and the need for technical specialists and steering committees to spearhead the identified areas. Further, resolutions from the Permanent Secretaries meeting in Tanzania in 2007 and the Declaration on Archives have emphasised on working together to adopt archival national policies and provision of adequate resources for proper management of archives, including the employment of trained professionals among others. Following from these, the ESARBICA Executive Board has taken a deliberate move to develop a strategic plan with strategic objectives to help address the identified challenges in the management of archives and records in member countries. This strategic
plan is, therefore, prepared to provide the region with a strategic direction in the management of archives and records and implement resolutions that have been passed over the years during ESARBICA conferences and meetings.

The strategic plan focuses on the following areas to be addressed over a 3 year period from 2018 to 2021.

i. **Review of constitution**

In recognition of the fact that ICA has gone through major changes, ESARBICA has to review its constitution and align it with the ICA governance structure. Key issues to be addressed amongst others include membership, revenue raising and marketing strategies. At the Eswatini Board Meeting, it was resolved the an amendment be effected on section 12 of the ESARBICA Constitution in order to make provisions for directors/heads of Archives to also be part of the Board.

Another amendment concerns article 8.1. Which deals with membership fees for category C and D members which will now be paid B1 annually.

ii. **Review of legislation**

ESARBICA should develop a model of the legislative framework to be used by members in reviewing and amending their legislation. This should take into consideration new developments concerning impact of Information and Communications Technologies (ICTs); management of records through the whole life cycle; Freedom of Information (FoI) and
other government initiatives that impact on records and archives. There is also a need to align archival legislation with copyright laws.

iii. **Capacity building**

Capacity building in the region should be prioritised. This should focus on recruitment of skilled professional staff; increased number of staffing levels and development of schemes of service for career pathing to motivate and retain professionals.

iv. **Partnerships and collaboration**

There is a need to develop partnerships and collaborative strategies with stakeholders to facilitate exchange of experiences, sharing of expertise; sourcing of funding and networking. Such stakeholders will include Universities and Colleges; ICA, UNESCO’s Memory of the World Programme, International Records Management Trust (IRMT); African Union, SADC, EAC, EU, Development Bank of Southern Africa [DBSA] amongst others.

v. **Language barriers**

There is a concern that ESARBICA has lost some members due to language barrier and this need to be addressed as soon as possible. For example, products and services could be produced in both English, French and Portuguese.
vi. **Marketing strategies**

There is a need to develop marketing strategies in National Archives to educate the public on the services they provide and to facilitate access to archival materials.

vii. **Raising awareness on the importance of archives and records**

National Archival institutions should raise awareness on the significance of archives and records so that they get government support and ensure their role in national developments become relevant.

viii. **Collection and Preservation of Oral Traditions/Oral History**

Member countries should be encouraged to collect and preserve oral traditions and oral histories because of their important cultural role. Oral traditions associations in member countries should also be resuscitated or strengthened to lead in this role. Countries should be encouraged to develop national oral history programmes.

ix. **Development and implementation of records management strategies**

There is a need for the development of records management strategies that cover the whole life-cycle of records. This should include the development of model national policies and procedures to guide individual organisations in respective countries. The strategies should be aligned to
international standards on archives administration and records management.

x. **Electronic records management**

Member countries should be guided on requirements for procurement of Electronic Document and Records Management Systems (EDRMS). This will reduce the number of computerisation projects that are failing in member institutions. This should also take into account ICT infrastructure developments in different countries.

xi. **Regional projects**

The region should identify projects that can be developed and implemented bringing together 2 or more countries and other stakeholders. Examples of such projects may include Memory of the World, Conservation programmes and setting up of centres of excellence.

xii. **Preservation of audio visual materials**

There is generally a serious concern in long term preservation of audio visual materials especially microfilms and magnetic tapes. Ways should be found to ensure information is migrated to newer formats that would ensure long term preservation and accessibility.

xiii. **Disaster management strategies**

There is a need to develop a disaster management model plan which members can use in preparing their own, taking into consideration local environments.
xiv. **Database of expertise in the region**

A database of experts in different archives and records management specialties should be developed and made accessible through the ESARBICA website. This will help member institutions to easily identify experts who may help with development and implementation of strategies in respective countries.

xv. **Recognition of distinguished ESARBICA members**

Members of ESARBICA who have served meritoriously in the profession and have made great impact in Archival and records management developments should be recognised. This can be through awarding of certificates, honorary memberships and naming some services and products after them.

xvi. **Repatriation of migrated archives**

Guidelines should be developed to help National Archives who want to undertake projects on repatriation of their archival collections. Member institutions that have already or are in the process of repatriating collections can share experiences on steps involved.

xvii. **Digitisation Projects**

Guidelines should be developed to help National Archives undertake digitisation projects.
xviii. **Preparation of archival guides**

It is important that National Archives provide adequate finding aids (lists and guides) so that their collections can be easily accessed.

xix. **Access to archival collections**

Access to archival materials should be facilitated through amendments of sections in legislations that restrict access.

xx. **Methodology for ESARBICA pre-conferences**

A methodology on how the pre-conference for junior archivists and records management professionals is to be conducted should be clearly laid out and communication sent in advance. This will enable participants to prepare case studies to share during the workshops.

It is against this overview that a detailed action plan is being developed to address the challenges.

6. **EXECUTION OF THE STRATEGIC PLAN**

The strategic plan will be executed through development of an action plan detailing objectives, activities, responsibilities, budget and timelines. Implementation of the activities will be led by the Executive Board of ESARBICA through a Task Team that will oversee monitoring and evaluation of progress made. The Task Team will from time to time provide assistance to member countries when need arise. The plan will be
reviewed biennially and recommendations made to the Executive Board on challenges that may be faced during execution of the plan so that they are addressed.

7. STRATEGIC OBJECTIVES

From the above mentioned Mandate of ESARBICA, the following will be the objectives and activities of ESARBICA for a 3 year period

1. **OBJECTIVE 1: Institutional and legal framework reviewed** *(To review institutional and legal framework)*

   the team did not agree on how to frame the objectives between the two options.

   **Activities:**
   
   • Finalise the review of the ESARBICA Constitution
   • Harmonise regulations and rules of ESARBICA operations
   • Review the structure of ESARBICA
   • Review of methodology for ESARBICA Pre-conferences

2. **Objective 2: Archival materials preserved and made available to the public**

   **Activities:**
   
   • Collect and preserve audio-visual materials
   • Collect and preserve oral traditions/oral history
   • Prepare archival guides and finding aids
   • Develop strategies for the digitisation of archival materials
• Develop guidelines for collection of migrated archives
• Develop disaster management and preparedness strategies
• Review access rules for archival collections

3. **Objective 3: Build Capacity of ESARBICA Institutions**

**Activities:**

• Equipping archival institutions with state of the art storage facilities
• Recruit skilled and professional staff
• Develop career progression for records and archives professionals
• Establish database of expertise within ESARBICA
• Develop outreach programs and marketing strategies
• Address language barriers

4. **Objective 4: Partnerships and collaboration on records and archives management improved**

**Activities:**

• Develop regional projects that benefit the entire ESARBICA region
• Build reciprocal relationships with stakeholders and other development partners.

5. **Objective 5: Develop Records management strategies/programs**
Activities:

• Develop records management policies and procedures in line with national and international standards

• Develop strategies for electronic records management

• Develop and institute Trusted Digital Repositories (TDRs)

8. REPORTING STRUCTURE

Each member country shall present annual progress report on implementation of the strategic plan to the Executive Board.
9. STRATEGIC PLAN MATRIX

Title: ESARBICA DRAFT ACTION PLAN
Plan Duration: 2018-2021
Date Plan Prepared: August 2018

<table>
<thead>
<tr>
<th>OBJECTIVE 1: INSTITUTIONAL AND LEGAL FRAMEWORK REVIEWED</th>
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<tbody>
<tr>
<td>Activities</td>
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ESARBICA ACTION PLAN
Finalise the Review ESARBICA Constitution
- Harmonise regulations and rules of ESARBICA operations
- Review the structure of ESARBICA
- Review of methodology for ESARBICA Pre-conferences

<table>
<thead>
<tr>
<th>Activities</th>
<th>Responsibility</th>
<th>Target Goal/Outcome</th>
<th>Resources Needed</th>
<th>Budget</th>
<th>Start Date</th>
<th>Completion Date</th>
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<tr>
<td>ESARBICA President</td>
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<td>Sep 2018</td>
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<td>- Board members</td>
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<td></td>
<td></td>
<td>Draft constitution in place</td>
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<td>General membership</td>
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<td>Amended constitution with strengthened governance structure Elected office bearers.</td>
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OBJECTIVE 2: ARCHIVAL MATERIALS PRESERVED AND MADE AVAILABLE TO THE PUBLIC

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<td>Task</td>
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<td>Materials/Plans</td>
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<tr>
<td>Collect and preserve audio-visual materials</td>
<td>ESARBICA President</td>
<td>Preserved archival materials</td>
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<td>Collect and preserve oral traditions/oral history</td>
<td>ESARBICA Board</td>
<td>Accessible archival materials</td>
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<tr>
<td>Prepare archival guides and finding aids</td>
<td>National Archives</td>
<td>Disaster management plans</td>
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<td>Develop guidelines for collection of migrated archives</td>
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<td>Guidelines for repatriation of migrated archives</td>
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<td>Develop disaster management and preparedness strategies</td>
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<td>Review access rules for archival collections</td>
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<td>Develop outreach programs and marketing strategies</td>
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**OBJECTIVE 3: BUILD CAPACITY IN ESARBICA INSTITUTIONS**
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<td>Equipping of archival institutions with state of the art storage facilities</td>
<td>ESARBICA President.</td>
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<td>Recruit skilled and professional staff</td>
<td>ESARBICA Board</td>
<td>Improved capacity in our archives and records management role.</td>
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<td>Develop career progression for records and archives professionals</td>
<td>National Archives and government institutions</td>
<td>Improved organisation structure</td>
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<td>Establish database of expertise within ESARBICA</td>
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<td>Scheme of service for career progression</td>
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<td>Address language barriers</td>
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<td>Database of expertise</td>
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<td>Availability of publications in different languages</td>
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### OBJECTIVE 4: PARTNERSHIPS AND COLLABORATION ON RECORDS AND ARCHIVES MANAGEMENT IMPROVED

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<td>Develop regional projects that benefit the entire ESARBICA region</td>
<td>ESARBICA President.</td>
<td>Projects implemented in the region</td>
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<td>Build reciprocal relationships with stakeholders and other development partners</td>
<td>Executive Board</td>
<td>Established partnerships</td>
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<td>National Archives Development partners</td>
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### OBJECTIVE 5: RECORDS MANAGEMENT STRATEGIES/PROGRAMS DEVELOPED

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18
| Develop records management policies and guidelines in line with national and international standards | ESARBICA President. Executive Board National Archives ICT industry | Documented policies and procedures Efficient management of records regardless of format or medium. Trusted Digital Repositories | July 2018 June 2021 |