



# **CNDRA'S FIVE-YEAR STRATEGIC GOALS (2025 – 2029)**

**MODERNIZING THE NATIONAL ARCHIVES  
VIA  
INFRASTRUCTURE ENHANCEMENT  
DIGITIZATION  
DECENTRALIZATION  
CAPACITY BUILDING  
INSTITUTIONAL DEVELOPMENT  
AND  
BUILDING A NATIONAL LIBRARY SYSTEM  
TO RESCUE  
LIBERIA'S HERITAGE FROM  
EXTINCTION  
UNDER  
THE ARREST AGENDA**

**JANUARY 1, 2025**

## 1.0 INTRODUCTION

The chronology of events leading to the establishment of what is today known as the “Center for National Documents and Records Agency (CNDRA) or National Archives” dates as far back as April, 1971 when UNESCO/UNDP sent its Senior Program Specialist to Liberia to review recommendations for the construction of an archival institution. At the end of his tour of duty, the specialist approved the recommendations and promised the training of professionals in line with UNDP/UNESCO Fellowship Programs. This assessment was followed by another visit by Dr. Frank B. Evans, Assistant Archivist of the United States and Charles Kecskemeti, Executive Secretary of the International Council on Archives (ICA). These two consultants submitted a five-point report to the government of Liberia, which again suggested the construction of national archives for Liberia. Unfortunately, the government at the time gave limited attention to these recommendations. The last of these experts in 1974 was Mr. Herbert S. Angel, who visited Liberia based on previous recommendations, advanced similar idea about the construction of the facility to avoid the destruction of the National Records that may lead to the loss of valuable information about the Republic since the Department of State was heavily occupied with traditional functions. Therefore, it was recommended by Mrs. Neh Dukuly-Tolbert, Chargé d’Affaires (CDA), Liberia’s Permanent Delegation to UNESCO, that the Bureau of National Archives be made a central Repository and an autonomous Bureau of Government in the interest of preserving the national records and ensuring a professional classification and administration of this important national heritage. This was contained in her communication to President William R. Tolbert, and was submitted to the Minister of Foreign Affairs; Hon. C. Cecil Dennis. He then reviewed and accepted the Ambassador’s Recommendation for the establishment of a central National Repository whose primary focus would be to collect and manage government records.

In order to ensure the establishment of this new and important agency of government, President Tolbert recommended to the Liberian Legislature, taking into account administrative organization, financial implications, and legal considerations, the amendment of the existing Executive Law of 1972 to accommodate the proposed Center for National Documents and Records. Immediately a Committee comprising the Ministers of Finance, Education, Information Cultural Affairs and Tourism, Foreign Affairs and the Director of the Institute of Public Administration, National Civil Service Agency, was constituted to work out the modalities and submit to the President a precise program which would lead to the early launching of the new agency of government.

Subsequently, on November 14, 1977, an Act to amend the new Executive Law of 1972 to create an autonomous Bureau to be known as the Center for National Documents and Records Agency (CNDRA) was passed, repealing other previous laws. By February 19, 1979, this Act was published into handbill and became law. Thus, the Agency became a conglomeration of the Bureau of Archives from the Ministry of Foreign Affairs, the National Library Services from Ministry of Education, the Tubman Center for African Culture and the Tubman Library Museums detached from the Ministry of Information, as well as the Marriage Registry from the Ministry of Justice. As such, Hon. J.H. Deyior Wilson who worked tirelessly as counterpart from the Liberian government alongside all the UNDP/UNESCO experts was appointed Director General of the newly created agency. A temporary two-storey building at the Corner of Benson and Buchanan Streets was acquired by the government and used by the Agency initially, but today, the agency is conveniently situated on its own premises on 12<sup>th</sup> Street, Sinkor, Monrovia, Liberia and headed by Hon. D. Nelson Bearngar as the Director General. Construction of the said facility was funded by the Guinean government in the 1980s.

### **1.1 Mission**

We drive honesty, encourage public participation, and strengthen our nation's democracy through public access to high value public records for inspiration and utilization.

Our Mission is to provide public access to central government records in our custody or control. Public access to government records strengthens equality by allowing Liberians to claim their rights of citizenship, hold their government accountable, and understand their history so they can participate more effectively in the governance process.

### **1.2 Vision**

We wish to be known for cutting edge technology and providing access to quality volumes of government information and exceptional engagement to bring greater government meaning to the Liberian experience.

We collaborate with other centralized agencies, the private sector and the public to offer information on records, data, in the context of when, where, and how it is needed and helping to transform the Liberian public relationship with their government. We will lead the archival and information professions to ensure that the CNDRA thrives in a digital world.

### **1.3 Values**

At the Center for National Documents and Records Agency (CNDRA) we value:

**Honesty**-All individuals working with the CNDRA must carry a value of honesty in their interactions with the public as we are supposed to be the highest custodian of public trust by the work we do.

**Accountability**-Liberians and the general public expect us at the CNDRA to be accountable to them and maintain strong responsibility in service delivery.

**Integrity**-We cannot afford to compromise personal integrity as it is the crust of our job. Employees are expected to demonstrate the highest degree of integrity in service to the public in straight adherence to laws of the Republic of Liberia.

**Transparency**-Openness is our key. Every transaction at the CNDRA, including fees paid must be open and clear to all as people enter and leave our premises.

**Collaboration**-Since our work leads to many ends, especially with other government ministries, agencies and commissions, especially as they generate public documents, we seek their collaboration in many fronts to ensure the proper management of state assets (documents).

**Innovation**-Our strong desire to transition from analogue to digital in archiving our holdings means that we should come up with bold new solutions in the achievement of our modernization goals.

**Excellence** - We shall continue to pursue excellence through continuous learning and become smarter all the time about what we know and what we do in service to the public.

#### **1.4 Mandate (Core Functions and Objectives of the CNDRA)**

- I. The Center for National Documents and Records Agency is charged with the statutory mandate to collect and preserve all government records and documents; make provisions for the economical and efficient management of government records by developing standards, procedures, and techniques designed to improve the management of records and to ensure the maintenance and security of records deemed appropriate for preservation;
- II. The Agency is responsible to register legal instruments and establish standards for retention of all records of continuing value, and assist government agencies in applying such standards to records and documents in their custody;
- III. Make provision for the establishment and maintenance of county archives,

records centers for the storage, processing , and servicing of records for government agencies pending their deposit with the National Archives or their disposition in any other manner authorized by law;

- IV. The Agency also serves as a registry for all marriages throughout the Republic of Liberia;
- V. It is mandated to establish a public library and ensure it is continuously functional in every county and administrative district within the Republic;
- VI. Establish, maintain, and operate centralized microfilming services for Government agencies, amongst others.

## **2.0 KEY POINTS HIGHLIGHTING THE NEED FOR THE CNDRA TO BE SUPPORTED**

Since what is today being referred to as the Center for “National Documents and Records Agency (CNDRA) or National Archives” was established by law exactly 48 consecutive years ago (1977 – 2025), it has not been lucky to get the level of support required to proficiently carry out its statutory mandate for the benefit of the Liberian people and the world at large. This is why in the sub-region, if not the world over, the agency continues to lag behind in its infrastructural and operational advancements; which is why today the nation’s heritage is obviously nearing extinction to its own detriment. And if nothing is done today to rescue our heritage, posterity shall understandably adjudge us guilty in the court of the patriots.

In lieu of the supra, we wish to use this medium to seek the support of the Liberian government and partners in modernizing the National Archives so that it can conform to the realities of the 21<sup>st</sup> century. Interestingly, the second ‘R’ (Rule of Law and the ‘E’ (Education) components of the “ARREST Agenda” of the Joseph Nyuma Boakai-led administration conveniently align with the execution of our statutory mandate.

We promote adherence to the Rule of Law by safeguarding against faking and illegal duplication of legal instruments for dubious purposes. We do this by ensuring that the ownership of every archived document/record within our holdings is not unjustifiably transferred to any third party. We also prohibit commission of the crime of bigamy by the meticulous issuance of marriage certificate and license, as well as the issuance of spinsterhood and bachelorhood certificates to deserving applicants.

As a way of further contributing to adherence to the Rule of Law, we timely respond to subpoenas from the courts to verify the true ownership of property in dispute. In this

effort, and in many other ways, we also help to consolidate peace in the nation for its forward movement.

And on the education component, our contribution to improvement of the education sector in Liberia is immense. We ensure this by:

- Serving as the country's premier research institution. Besides local researchers, every year we receive dozens of guests from all over the globe coming to do research in various areas of interest to them; with most of them visiting our facility to complete their dissertations for obtaining their degrees in sundry academic disciplines;
- Providing public library services across the country to aid students in their learning processes and other individuals wishing to deepen their knowledge on various topics of interest;
- Regularly planning and executing exhibitions in which we put on display historic documents (Original Copy of the 1847 Declaration of Independence, Original Version of the 1847 Constitution, Joint Resolution of the 4<sup>th</sup> Regular Session of the 48<sup>th</sup> Liberian Legislature - 1979, etc.) and images/artifacts including the Images and Maps of Early European Contacts with West Africa/Liberian Coastal Line, Images of the Trans-Atlantic Slaves Trade along the West African Coast, Images of Abolitionist Movements' Treaty between King Peter of Old Liberia and the American Colonization Society (ACS), the Official Seal of King V (1910 – 1936), the Official Seal of Queen Victoria, etc.

Additionally, we have films/documentaries on the Liberian Journey: "The Firestone Harvard Expedition of 1926, Documentaries Relating to Events during the Tubman Era, etc.

We provide these platforms for citizens, foreign guests, teachers, students and other academicians to get deeper appreciation of our history or national heritage.

### 3.0 MESSAGE FROM THE DIRECTOR GENERAL



Hon. D. Nelson Bearngar  
**DIRECTOR GENERAL**

First and foremost, I am exceptionally pleased to convey my thanks and profound gratitude to His Excellency President Joseph Nyuma Boakai, Sr. for my preferment and subsequent appointment as Director General of the Center for National Documents and Records Agency (CNDRA) or National Archives. My appreciation also goes to the Vice President, H.E. Jeremiah Kpan Koung, the Unity Party (UP) and Liberians in general for their decision to have elected Ambassador Boakai as their president in the 2023 Presidential and Legislative Elections. To God be the glory for everything!

The National Archives has been in existence since 48 years but regrettably, this long age cannot be matched with progress due to inadequate budgetary support from the government over the decades. As a direct consequence of this, the agency is multi-dimensionally challenged. It is lagging behind in modernizing so as to meet the demands of the 21<sup>st</sup> century (the digital age). This must claim the attention of the government and partners because it has the proclivity to destroy our cherished heritage.

As it stands, we are losing thousands of documents, records and artifacts containing vital information relative to our existence as a nation and a people to poor storage conditions. The building on 12<sup>th</sup> Street in Sinkor where the National Repository is housed, is currently leaking, which clearly reveals that we are also losing some of our holdings to spilling water. Besides, no suitable shelves, adequate acid-free containers and appropriate temperatures to assure lifespan-longevity of these national treasures. As a result of these harsh conditions, documents are being mutilated and damaged daily. We do not have the required infrastructure, ICT equipment and devices to migrate from analogue to digital in our holistic records management approach. Constructing and equipping our branches in the remaining 14 counties so as to exhibit the true meaning of decentralization remain a major challenge. Our buildings in Harper, Maryland County and Robertsport, Grand Cape Mount County lie in ruins.

The Liberian civil war also contributed to the challenges we are facing today, but we cannot continue to use the war as an excuse to make progress, especially after it has ended more than two (2) decades ago.

And so, we have herein outlined five (5) strategic goals expected to be archived over the next five (5) years (2025 – 2029). The five (5) strategic goals are as follows:

- **Strategic Goal 1: Modernizing through Infrastructure Enhancement;**
- **Strategic Goal 2: Modernization through Digitization, Decentralization and Improved Customer Service;**
- **Strategic Goal 3: Modernization through Collection of Oral History Information from the 15 Counties;**
- **Strategic Goal 4: Modernization through Capacity Building & Institutional Development;**
- **Strategic Goal 5: Modernization through Building a National Library System.**

Relying on empirical assessment data, realistic cost analysis and evidence building, we can confidently state that accomplishing these five (5) strategic goals will witness the modernization of the National Archives and decentralization of its basic services for the benefit of the public.

My team and I have assiduously worked to ensure that the formulation of this document strategically aligns with the ARREST Agenda of the current administration. We are aligned with the “Rule of Law” and “Education” components of the Agenda, which promises to serve as the official development roadmap of the government.

We are not oblivious of the fact that achieving these outlined goals will cost significant amount of money, but with determined minds to rescue our national heritage, no amount can be too much or difficult to source. Blessedly, we now have a true patriot as our President and at the CNDRA, a team of dedicated staff is ready to work to actualize these goals.

**Realizing the five (5) strategic goals in the next five (5) years will cost the total sum of Twelve Million, Six Hundred Fifty-Three Thousand, Two Hundred Forty-Three United States Dollars and Sixty-Seven Cents (US\$12,653,243.67).**

In all of these, it would be a remiss if I did not appreciate the management team of former Director General of the National Archives, Hon. C. Neileh Daitouah for drafting the agency’s Five-Year Strategic Plan from which the Five-Year Strategic Goals were framed. My gratitude also goes to former Director General, Hon. Emmanuel A. Lomax for inheriting the plan and making effort to have revised it to an appreciable level.

Thank you.

#### **4.0 STRATEGIC GOAL 1: MODERNIZATION THROUGH INFRASTRUCTURE ENHANCEMENT**



As observed by the International Council on Archives (ICA) recently, most buildings housing national archives are either not suitable or inadequate because in most instances, archival issues are not considered to be priorities for national governments, especially in Africa. This is typically the case with the Center for National Documents and Records Agency (CNDRA) or National Archives. Liberia as the oldest country in Africa has a lot to preserve for not only the next generation of Liberians, but also the next generation of Africans and others alike who would want to know the history of the first independent nation in Africa and the second black independent nation in the world after Haiti.

Unfortunately, the current state of the country's archives presents a situation that is nearing extinction. It is an open secret that the CNDRA currently has its own building situated between 12<sup>th</sup> & 13<sup>th</sup> Streets in Sinkor, Monrovia, but the state of the building leaves much to be desired. Most of the country's historical documents ranging from the 1800s to present are housed so dangerously that if nothing is done, it could be very calamitous for the country.

The current building besides being inadequate has no modern state-of-the-art facility to support the effective preservation of the country's rich history. The construction of a Records Center for the CNDRA is a strategic national imperative. The Agency is no

longer able to stomach the lingering danger that the archival system is faced with-- which calls for an urgent need to construct a new structure to address this situation.

Towards this end, an assessment has revealed that the construction of a Multipurpose Modern Records Center to be equipped with all the necessary materials to support the proper maintenance of the country's archival system is the way forward. However, while this plan is waiting to be actualized, the current structure housing the country's heritage on 12<sup>th</sup> Street in Sinkor needs to be urgently taken care of. And as for the National Library on Ashmun Street in Monrovia, its current state cannot permit it to provide the needed public library services for which it was intended. This is unacceptable for the public, especially for our growing student population in the country and must be urgently addressed by ensuring a full renovation of this facility.

In addition to the Archives Building mentioned above, there's also a compelling need to renovate the prestigious 308-room Tubman Library and Museum (TLM) in Harper, Maryland County and the Tubman Library for African Culture (TLAC) in Robertsport, Grand Cape Mount County. We wish to fully renovate the gigantic TLM building in Harper to be used as a regional archival hub for the Southeastern Region (Maryland, Sinoe, Grand Gedeh, River Gee, Grand Kru and River Cess Counties) and its environs and the TLAC in Robertsport to be used as a center for provision of basic services of the National Archives for those residing in the Western Region of the country (Grand Cape Mount, Bomi and Gbarpolu Counties) and its environs.

**By 2025, we anticipate that the current building housing the National Archives shall be fully renovated, along with the National Library on Ashmun Street, as well as the TLM Building in Maryland and TLAC in Grand Cape Mount Counties.**

Nearly 40 years ago, the government of the Republic of Guinea decided to construct a National Archives for the Liberian government. Since the construction, there has been no major renovation on the building housing the CNDRA. Though the Agency intends to construct a new Records Center, the envisioned facility will not be used for offices; its purpose will largely be for preservation of records and conduct of trainings on various aspects of records management. This has informed the need for the CNDRA to continue to keep the current structure in a better shape to house offices of the Agency and also provide additional cushion for the preservation of historical instruments (documents, records and artifacts). The building is currently leaking; thus, placing it in full danger and threatening the safety of its holdings. And since this goal is geared towards the enhancement of the existing archival structures, the National Library on Ashmun Street, as well as the buildings in Maryland and Grand Cape Mount Counties must not be left behind in terms of full renovation so as to meet the goal of infrastructure enhancement.

**Strategies in achieving Segment 1 of Strategic Goal 1 (Modernizing through Renovation of Offices on 12<sup>th</sup> Street, TLM Building in Harper and TLAC Building in Robertsport) includes but not limited to the following:**

- Engage the Liberian government to take the lead in supporting the CNDRA by increasing budgetary allocations to the Agency for the next 5 years and beyond;
- Seek financial and material supports from external development partners;
- The needed supports when obtained, put out bids in consonance with PPCC protocols for the renovations of the CNDRA current building situated on 12<sup>th</sup> Street, the National Library on Ashmun Street in Central Monrovia, as well as the Tubman Library & Museum in Harper, Maryland County and the Tubman Library for African Culture in Grand Cape Mount County;
- Hire successful bidders to fully renovate offices in the CNDRA's compound on 12<sup>th</sup> Street, National Library on Ashmun Street, as well as the TLM Building in Maryland County and the TLAC Building in Grand Cape Mount Counties by re-roofing, re-wiring, re-cabling, re-engineering the water & sewage systems, re-painting, equipping and repairing other basic facilities, etc.

**In the same 2025, we hope to see commencement of the construction of a multipurpose modern Records Center. This project is core to the vision for infrastructure enhancement.**

The envisioned three-storey multipurpose building will be designed to meet the needs and demands of a growing need to secure national documents. It will be built to the best international standards and will be able to host the biggest historical library in the country with a concentration of national historical papers. It will be open to researchers in Liberia, Africa and the rest of the world. The Center will have conference facility that shall host critical events that revolve around the history of Liberia. It will also have a presidential library section, exhibition hall and a national children's library. Parcel of land for the construction of this Center has been secured in Monrovia.

**In achieving Segment 2 of Strategic Goal 1 (Modernizing through Commencement of the Construction of a Multipurpose Records Center), we wish to employ applicable strategies including the following:**

- Engage government and partners for the needed funding to commence the construction of the modern Records Center;
- When funding is identified, conduct procurement process in consonance with PPCC regulations for the hiring of an architectural firm for consultancy and designing the plan;

- Request the Environmental Protection Agency and other relevant authorities to undertake technical assessment of the land and publish bid for the hiring of a construction firm under the PPCC regulations;
- Hire a construction firm to implement the project as per the architectural design, etc.

## **5.0 STRATEGIC GOAL 2: MODERNIZATION THROUGH DIGITIZATION, DIGITAL RECORDS MANAGEMENT, DECENTRALIZATION AND IMPROVED CUSTOMER SERVICE**



Modernization of the Center for National Documents and Records Agency (CNDRA) or National Archives is a core initiative that will drive a long-term strategy for the capacitation of this very important institution to execute its statutory mandate. Ever since the world arrived in the digital age, the National Archives has been lagging behind in several key initiatives in order to meet up with the demands of the 21<sup>st</sup> century. In addition to the lack of resources occasioned by low budgetary allotments from the Liberian government over the years, the more than a decade long of instability also challenged the ability of the CNDRA to effectively deliver on its statutory mandate to the Liberian people and foreign visitors alike. The compelling need of modernizing the National Archival is not only unique to Liberia, but remains a major endeavor of all national records institutions around the world today. Though little progress has been made here (about 10% of holdings digitized and a server for processing of marriage documents in place), a large percentage of critical national documents and records (about 90% of holdings un-digitized) still remain in analogue forms and in dire state (nearing extinction) as direct consequence of mutilations due to long age and

unsuitable storage conditions). The move to modernize will make services of the CNDRA accessible to populations in the rest of the 14 counties. A fully modernized National Archives will be cost-effective, standardized and will provide an uninterrupted set of records management solutions and service to the Liberian population and foreign guests equally.

**In 2025, we hope to see the remaining 90% of our holdings (documents and records) digitized.**

Unless the remaining 90% of the holdings of the CNDRA is digitized, the National Archives will be unable to archive its goals of modernizing through decentralization and improved customer service. Digitization will afford the agency the opportunity to significantly reap the dividends of the 21<sup>st</sup> century—something that the CNDRA strongly stands in dire need of.

**Strategies in achieving Segment 1 of Strategic Goal 2 (Modernization through Digitization) includes but not limited to the following:**

- Engage government and partners in providing the needed support;
- Review existing ICT infrastructure for complete upgrade so as to conform to modern standards that it can sustain long-term growth, storage and preservation of digital copies and metadata;
- In line with PPCC regulations, put out a bid for the procurement of equipment and devices that are suitable for digitization;
- Hire successful bidder to procure and build an infrastructure that will have the capacity to digitize the remaining 90% of the un-digitized portion of the holdings of the CNDRA in real-time;
- Ensure document preparation (collection, relocation, preservation, access, review and screening, locating pulling and refining);
- Provide safety for the materials being digitized;
- Provide quality control of digital copies and metadata;
- Provide public access to documents and basic services through online delivery;
- Provide for additional servers in the CNDRA to support the digitization process;
- Provide cloud technology in the CNDRA to enhance digitization (Software as a service (SAAS) and infrastructure;
- Improve power supply through solar radiation for proper digitization and long-term sustainability of ICT equipment and devices, etc.

**In the year same (2025), we anticipate that staffers of the Repository, Archival, Public Records, Marriage and Digital Scanning Sections of the**

**Agency will have received full-time training in effective digital records management.**

Since the agency was founded more than four decades ago, we are unaware of any major training in digitization for the staff of these sections because the issue of digitizing holdings of the Agency has not been actionized for the past decades. This has placed a significant gap in the ability of the CNDRA to quickly move documents from their current analogue forms to digital format in order to make its services accessible in real-time.

While the Agency still intends to work on maintaining a reputable analogue system as an alternative backup, it cannot also compromise the need for the use of a strong digital system as a way of transforming itself in this 21<sup>st</sup> century. We are prioritizing full-time training of staffers in the Repository, Archival, Public Records, Marriage and Digital Scanning Sections in Effective Digital Records Management (EDRM) so as to capacitate them in the efficient management of digitized records of the National Archives. Without facilitating such trainings, the CNDRA will be challenged in processing applications from the public in demand of basic services.

**Strategies in achieving Segment 2 of Strategic Goal 2 (Modernization through Digital Records Management) includes but not limited to the following:**

- Lobby with government and partners for the needed support;
- When the funding is sourced, sponsor both local and foreign trainings for staffers in the aforementioned sections of the Agency in courses that relate to Digital Records Management;
- Equip these sections with digital equipment (scanners, Silver fast software, Adobe Photoshop CS6, etc.).

**In 2025, we also anticipate that services of the CNDRA will be effusively decentralized in the rest of the 14 counties so as to ease the current difficulties being faced by those residing in remote parts of the country in accessing its services.**

For the purpose of this document, modernization through decentralization at the CNDRA is not the opening of windows at existing service centers around the country or changing analogue formats of documents into digital copies, but mainly building a wholesome-functioning infrastructure that will have the capacity to serve the Liberian people in the rest of the 14 counties with speed and accuracy. Again, to actualize the true meaning of decentralization, series of other activities will have to be fulfilled in the

nearby future. Some of these activities will include purchasing of parcels of land to construct branches of the National Archives in provincial capitals of the counties, as well as other strategic locations across the country.

**Strategies for achieving Segment 3 of Strategic Goal 2 (Modernizing through Decentralization) includes but not limited to the following:**

- Seek the support of government and partners;
- Funding, when identified, conduct a nationwide assessment and earmark and/or build additional service stations in strategic locations across the country;
- Review existing ICT infrastructure for complete upgrade so as to deliver quality services to everyone everywhere in real-time;
- In line with PPCC regulations, put out a bid for the building of an ICT infrastructure that truly decentralizes services of the CNDRA in the remaining 14 counties with speed and accuracy;
- Hire successful bidder to build an ICT infrastructure that will have the capacity to de-concentrate services of the National Archives in real-time;
- Provide public access to documents and basic services through online delivery;
- Provide for additional servers in the CNDRA to support the decentralization process;
- Ensure equipping additional service centers and supply of solar power to assure long-term sustainability of ICT equipment and devices, etc.

**In the same year (2025), we hope that 90 percent of our organizational arrangements will be customer focused and concentrated on improved service delivery.**

Service delivery and customer relationship management are two important components of the work at the Center for National Documents and Records Agency (CNDRA). Customer Relationship Management (CRM) is the strongest and the most efficient approach in maintaining and creating relationships with customers. Customer relationship management is not only pure business, but also creates strong personal bonds between persons and people. Development of this type of bond drives revenue collection to new levels of success.

Once this personal and emotional linkage is built, it is very easy for any entity to identify the actual needs of customers and help to serve them in a better ways. It is a belief that the more the sophisticated strategies involve in implementing the customer relationship management, the more strong and fruitful is the business.

Besides being the custodian of the nation's rich heritage and one of the country's foremost integrity and research institutions, the CNDRA also stands as one of the

Liberian government's revenue generating arms. We collect revenue to support the national budget through processing of legal instruments, including marriage documents, conduct of search for missing documents and renting of the Clar Marie Weah Events Hall. Though we contribute to the national budget of the Liberian government, but our shares in the said budget are recurrently low to a level that it incapacitates us from efficiently executing our statutory mandate.

**Strategies in achieving Segment 4 of Strategic Goal 2 (Modernization through Improved Customer Service) includes but not limited to the following:**

- Seek support from government for realization of this goal;
- Pursue the support of development partners in and out of the country;
- When the money is found, conduct training needs assessment of our Customer Service Centers (CSCs) across the country;
- Make provisions for both local and international trainings of our CSC staff nationwide;
- Modernize our Customer Service Center and equip it;
- Use different mediums to create awareness about our existence and services;
- Seek more information about our records holdings on our national archives catalog;
- Initiate the provision of online educational materials that support classroom use of historical data and documents in accordance with national curriculum standards;
- Provide more online opportunities on request information, services, and products;
- Increase online access to electronic archival records in our holdings;
- Digitize archival materials of considerable interest to the public and publicize them, etc.

**In the same year (2025), the CNDRA also envisages enhanced communication strategy through improved website and satisfactory media relations.**

The CNDRA sees communication as cardinal to its engagements with the public. The interactions between the National Archives and the public are paramount to accentuating its modernization realities. An effective program in communication will strengthen our relations with the public and give the CNDRA the desired national attention. At the moment there are series of challenges in our ability to reach out to the

public. We do not even have a functioning website to upload content and provide online services to the public.

**Our strategies in achieving Segment 5 of Strategic Goal 2 (Modernization through Improved Media Platforms) includes but not limited to the following:**

- Lobby with national government and partners in achieving this goal;
- When needed support is sourced, put out a bid in keeping with PPCC regulations for the development of a website with features that meet modern standards in every respect;
- Build up the capacity of the Communication Section of the Agency so that it serves as a clearing house of information for news and events via trainings and procurement of gadgets such as cameras, digital recorders, monitors, etc.;
- Form a media companionship with institutions to develop special feature programs, interview archivists, and reliably carry information about the work of the CNDRA.
- Publicize exhibition openings, public programs, and opening of special record collection and documents that are of particular interest to the media and the public;
- Develop at least twice per annual news magazine detailing the work of the CNDRA, historical events, and recognition of National heroes and heroines;
- Organize a bi-annum media round-table with Liberia's Chief Archivist or his nominee;
- Run a regular interactive program on both radio and TV, as well as conduct at least two public awareness programs each year to include airing of jingles, printing of flyers and staging public awareness on the importance of the CNDRA, etc.

**By 2026, it is anticipated that the entire preservation unit of the CNDRA will be fully equipped to include mechanisms for fumigation or pests' control.**

While the Center for National Documents and Records Agency (CNDRA) is driving an approach towards digitization of its records across the country and improving the mechanisms for collection of historical documents, the Agency is also aware that it must first strive to preserve the millions of analogue documents spread across the country. The CNDRA therefore intends to use the Integrated Pests Management (IPM) strategy for pests' control. This strategy uses a range of preventive measures to control pests. It significantly reduces the need to use chemicals while providing the same, if not better, levels of protection for collections. Research has shown over and over that commonly used chemical produce has adverse effects on archival materials and people who use

them. This knowledge, combined with chemical resistance in pests and other environmental concerns has led to a move-away from chemical interventions to pests' control measures. However, while chemical treatment will only be used in crisis situations, it could be applied in situations where pests fail to succumb to more conservative methods.

**Our strategies in achieving Segment 6 of Strategic Goal 2 (Modernizing through Pests' Control) includes but not limited to the following:**

- Conduct regular risk assessment and environmental treatment for the control of pests;
- Review cleaning procedures and identify any problem area;
- Conduct a thorough review of staff habits and procedures on eating at desks or food storage;
- Examine records that are entering the collections for possible infestations;
- Enhance design procedures on the chain of custody of incoming documents;
- Create a preservation section in the CNDRA;
- Train staff in the field of preservation locally and internationally, etc.

**In 2026, we also wish to see the National Archives logistically equipped so as to enhance mobility in the process of implementing its modernization projects for efficient execution of its statutory mandate for the benefit of the Liberian people.**

As it stands, the National Archives does not have the capacity to effectively regulate records management across various government Ministries, Agencies and Commissions (MACs) in the country. This is so because of the lack of vehicles to assess, collect and/or manage documents and records of these MACs in line with its statutory mandate. Our Maintenance Section is unable to carry out its much desired functions because of lack of vehicles. We do not have an effective staff bus service to facilitate the transportation of our workers to work and back to their pickup points. Most of them get stranded in various street corners looking for cars to either come to work or go home. As a result of this, some of them get robbed while waiting for transport vehicles to board in order to go home during late hours; meaning that our Personnel Section does not have the required capacity to efficiently do its work; our Projects and Programs Section does have means of transport to carry out its activities; our Monitoring & Evaluation Section is only limited to Monrovia because it does not have means to travel to other parts of the country to do its work; no vehicle for central administration to do effective administrative work; our offices in the counties do not

have vehicles to do their work, which is a factor that increases the suffering of our people in assessing our services in their various locations.

**Strategies for achieving Segment 7 of Strategic Goal 2 (Modernizing through Procurement of Logistics for Mobility) includes but not limited to the following:**

- Seek support from government and partners;
- When support is obtained put our bid for the procurement of vehicles in consonance with PPCC regulations;
- Hire successful bidder to procure vehicles as per specifications and quantities as follows:
  1. Public Records Section (1 Kia motor)
  2. Maintenance Section (1 4WD truck & 1 4WD pickup)
  3. Personnel Section (two pieces of 50 seater buses & 1 4WD jeep)
  4. Projects & Programs Office (1 4WD jeep)
  5. Central Administration (1 4WD jeep)
  6. County Offices (1 double cabin 4WD pickup each), etc.

**In the same year (2026), we hope to see 90 percent of documents within our holdings properly shelved and preserved.**

Indeed the heart of any cultural institution is its collections and the main part of its collections is in its storage, therefore institutions should take good care of its heart, and collections in storage as the highest priority. The CNDRA has a serious shortage of shelving, scientific equipment and storage facilities. The impact of this is that it has affected public access to archives as most archives/records remain unprocessed for public research. The lacks of shelving scientific equipment and storage facilities at the CNDRA have contributed to the Archival Section failing to absorb mature documents (documents that have reached archival age) from other government ministries and agencies. This has compounded the processing backlog. Currently, CNDRA has thousands of cubic-feet of records waiting for processing. At the current pace of processing, it will take the CNDRA up to 10 years to clear the backlog. The new shelving and storage system will be state-of-the-art facilities and will help safeguard thousands of historical artifacts, documents and records.

**In realizing Segment 8 of Strategic Goal 2 (Modernizing through Proper Shelving and Preservation), we shall utilize effective strategies including the following:**

- Seek the support of government and partners;

- The support when obtained, put out a bid for procurement in line with PPCC regulations;
- Hire successful bidder to procure for the following:
  1. Bar cradle truck and racks;
  2. Archived storage racks rivet shelving (50 pieces);
  3. Acid Free boxes (50,000 pieces);
  4. Folders (10,000 boxes);
  5. Racking systems, steel wall shelving that prevents collapse under full load;
  6. Industrial size shelves at 50 pounds per cubic foot;
  7. Compact mobile shelves with permission for air circulation and fire protection;
  8. Equipment for the setting up of a laboratory for scientific treatment of documents, etc.

**It is envisioned that by 2026, the new Records Center will have been fully equipped with up-to-date ICT infrastructure.**

Information Communication Technology (ICT) is an important infrastructure needed in any modern institution like the envisioned Records Center. This is so because ICT promotes effective internal communication and enhances full participation of all members of an entity. With a vision to construct a multi-purpose building to house records and other archival documents, the need for the building of a well-designed internal ICT system cannot be over-emphasized. The CNDRA is currently in a dire state as it relates to its ICT status. The new ICT strategies will make the CNDRA competitive and will allow employees assigned at the Center to communicate and receive information in real-time.

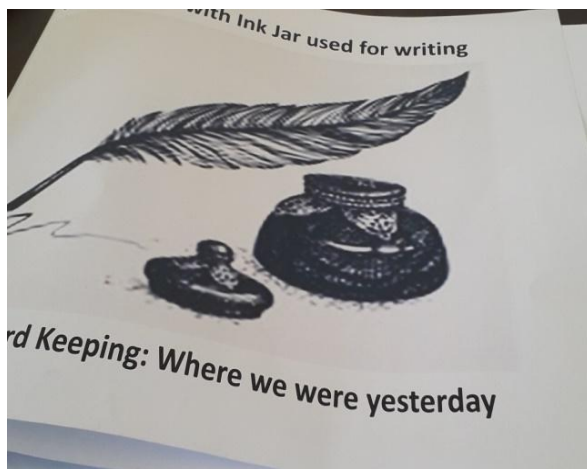
The work of developing a fully functional Records Center cannot be completed without the provision of strategic operational materials. The CNDRA under the new strategy shall make resources available for the provision of a fully furnished and equipped records center.

**Strategies intended for achieving Segment 9 of Strategic Goal 2 (Modernizing through Furnishing and Equipping Multipurpose Records Center) includes but not limited to the following:**

- Seek the support of government and contribution of partners;
- When the support get on hand, publish a bid for procurement in consonance with PPCC regulations;
- Hire successful bidder to procure for the following:
  1. Up-to-date ICT equipment and devices;
  2. Modern Desktop computers for records managers at the Records Center;

3. Printers for records managers at Records Center to allow for collective use (41 pieces) to include Network printers (4), LaserJet (35 pieces) and Industrial printers (4 pieces);
4. Printers with scanning features in critical offices at the Records Center;
5. Laptop computers for designated offices and libraries (20 pieces);
6. Suitable Air Conditioners or cooling systems;
7. Switches (5 pieces) and routers (2 pieces of cisco certified) for the Records Center;
8. Giant scanners (16 pieces in all) and 1 Epson Expression 10000XL, etc. (all for use by the Records Center);
9. Office executive chairs, executive desks and desk side chairs for the Records Center;
10. Chairs for conference room (500 pieces);
11. Conference tables (100 pieces) for conference room;
12. Office cabinets in all sections, etc.

## **6.0 STRATEGIC GOAL 3: MODERNIZATION THROUGH THE COLLECTION OF ORAL HISTORY INFORMATION FROM THE 15 COUNTIES**



Millions of critical national records are spread all over the country. These historical documents are lying in ruins due to several factors including the fact that the Center for National Documents and Records Agency has not been able to fully decentralize its activities across the 15 political sub-divisions of the country. The few structures owned by the CNDRA around the country are in worsening conditions and most of these facilities have not been able to accept historical documents since the end of the country's civil conflict in the country in 2003.

As a consequence of the above, the CNDRA has not been able to effectively carry out its mandate under the 1977 Act creating the Agency, which calls for the collection, organization and preservation of national documents and records across the country. Other functions of the CNDRA have also been restrained in other parts of the country including issuance of marriage certificates, processing of search applications, provision of public library services and playing the role of a major national information center. In accessing these restrained services, clients have only one option of coming to Monrovia to transact business at the Agency.

A full decentralization of the Agency as spelt out in this strategy will bring the CNDRA closer to having a complete control of millions of public records spread around the country. This will also enhance the Agency's records management mandate and help in the collection and recording of oral history and photographic materials in line with the law establishing the CNDRA.

Oral history allows for the democratization of the study of past events. This means it provides a balance by incorporating the experiences that have been forgotten by documented history. Oral history provides explanation for the present state of living of many societies, bound together in a community through their shared past and it is also an expression of deep seated culture. Oral history is the oldest form of history, having existed since mankind learned to communicate. It encourages acquisition of education and knowledge and ensures past events are not lost to time and un-documentation.

Liberia as a country with more than 16 ethnic groups has a rich cultural heritage that is gradually headed for annihilation. Each of the different tribes has a unique history of their migration to Liberia and how they survived during the days of old. To date, there is no information on the comprehensive collection of oral history in Liberia. This is why implementation of this project is very important.

**By 2027, The CNDRA will have begun the process of collecting oral history information from the 15 counties for preservation by conducting training for potential interviewers at the CNDRA**

Since the formation of the National Archives, it has not been able to gather vital information about some of the actual past occurrences in Liberia from the 15 counties due to lack of adequate support. This means that it does not have trained personnel or experts in collecting and corroborating oral history information. In other words, the conduct of this exercise will require training in which potential interviewers will acquire knowledge of basic interview techniques and verification of gathered oral history information for public use.

**Strategies for achieving Segment 1 of Strategic Goal 3 (Modernizing through Conduct of Training for Potential Interviewers at CNDRA) includes but not limited to the following:**

- Seek the support of government and partners;
- Support when obtained, put out a bid in line with PPCC regulations for the hiring of consultants and/or facilitators to provide consultancy and/or training for our interviewers;
- Ensure that trained interviewers are fluent in the widely spoken local vernaculars of the counties they will be sent to, etc.

**By the same 2027, the CNDRA would have completed the conduct of a nationwide assessment and vetting exercise in all 15 counties for potential narrators.**

In an effort to collect reliable or factual oral history information from the 15 counties of the country, a nationwide assessment will be done to identify potential narrators in their various native homes. The required age for narrators shall not be less than 50 years old and they shall be people in right standing with their communities.

**Strategies for realizing Segment 2 of Strategic Goal 3 (Modernizing through Conduct of Nationwide Assessment and Vetting Exercise for Potential Narrators) shall include but not limited to the following:**

- Seek support from the government and partners;
- When support is secured, put out a public service announcement on national and community radio stations across the country about the vetting process;
- Translate the announcement in the local vernaculars for airing on local radio stations;
- Provide logistics such as vehicles (five vehicles) for county-wide assessment;
- Reach out in the counties and identify potential narrators, sign an agreement with them on scope, preservation, copyright, royalties, and editing of narrations, as well as compensation scheme for their narrations, etc.

**It is also envisaged that by 2028, the CNDRA would have developed guidelines and policies on collection and preservation of oral history information, using the guidelines of the Association of Oral History as a key resource document in this endeavor.**

Without clear guidelines and policies on the qualifications of narrators, collection, corroboration, scope, preservation, copyright, royalties and editing of narrations of

gathered oral history information, all of the efforts that shall be put into this worthy undertaking shall be vain. Being cognizant of this, the CNDRA shall ensure that a policy framework is put in place to guide the exercise and efficiently manage and/or preserve the gathered information for the benefit of the public.

**Strategies for achieving Segment 3 of Strategic Goal 3 (Modernizing through Development of Guidelines and Policies on Collection and Preservation of Oral History Information from the 15 Counties) shall include but not limited to the following:**

- Lobby with government and partners for support;
- Support when obtained, put out a bid in line with PPCC regulations for the hiring of a consultant and/or an expert to help in developing guidelines and policies on collection and preservation of oral history information that shall be collected from the 15 counties;
- Procure voice recorders and high resolution cameras with video recording capacity to capture photos of narrators and other sceneries;
- Create a digital formatting system for recorded interviews;
- Conduct pre-interview meetings with narrators explaining a wide range of issues for interview, etc.

**It is hope that in the same year (2027), the CNDRA would have completed collection of oral history information from the 15 counties of Liberia.**

With all the mechanisms put in place for conduct of the exercise of collecting oral history information from the 15 counties, the CNDRA shall proceed with execution of its plan by deploying its trained interviewers into the field.

**Strategies for actualizing Segment 4 of Strategic Goal 3 (Modernizing through Touring the 15 Counties to Collect Oral History Information) includes but not limited to the following:**

- Seek support from government and partners;
- When support is sourced, divide the country into five (5) regions and provide a vehicle for each region (5 vehicles will be required);
- Procure 30 voice recorders;
- Purchase 30 high resolution cameras with video recording capacity to capture photos of narrators and other sceneries;
- Procure external storage devices for backups;
- Create a digital formatting system for recorded interviews;

- Move into the field for the collection of oral history information from the 15 counties, etc.

## 7.0 **STRATEGIC GOAL 4: MODERNIZATION THROUGH CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT**



Capacity Building is an important component of the overall strategy to reposition the Center for National Documents and Records Agency for serious business. Building human and social capitals are integral to the strategic investment in the long-term growth and development of the National Archives. This effort leverages and multiplies the impact on the CNDRA through long-term self-reliance and increases the likelihood of the overall success of the entity.

**By 2028, we hope that about 90 percent of all the staff in the Repository, Public Records, Libraries, Archival, ICT, Human Resource and M&E Sections of the CNDRA would have received training on real-time records management and other important technologies on 21<sup>st</sup> century archival management.**

Continuous education is a critical ingredient that keeps an organization competitive. The new strategic plan of the CNDRA will support human development initiative as this will serve as a win-win situation for both the entity and the individual employee as it will enhance individual employee's competitiveness and boost his/her morale on the job, while resulting in increased efficiency and effectiveness in the performance of various responsibilities. The CNDRA is also mindful not to train the wrong set of staff. Training in the CNDRA will be strictly merit-based and technically focused on the strategic needs

of the National Archives. Additionally, trainees shall be required to sign a commitment bond to avoid getting trained and running away.

**Strategies for achieving Segment 1 of Strategic Goal 4 (Modernizing through Provision of Advanced Trainings for Staffers of the Repository, Public libraries, Public Records, Archival, IT, Human Resource and M&E Sections of the Agency) includes but not limited to the following:**

- Seek the support of government and partners;
- Sign commitment bond with staffers as a guaranty to ensure that they will study and come back home to serve the Liberian government;
- When support is acquired, identify institutions both at home and abroad and sponsor specialized training for staffers of the following sections and in the following courses:
  1. Staffers of the Repository in Archival Science;
  2. Staffers of Public Libraries in Library Science;
  3. Staffers of the Public Records Section in Archival Science;
  4. Staffers of the IT Section in ICT;
  5. Staffers of the Human Resource Section in Human Resource Management;
  6. Staffers of the M&E in Section in Monitoring and Evaluation, etc.

**By 2028, 100 percent of all staff in the Finance and Projects Sections would have received advanced training on key financial and project management issues.**

The long term development of the CNDRA will largely depend on the financial management practices at the entity. No institution can gain its reputation without a strong financial system in place that is fully accountable to the lowest cent. The CNDRA in the implementation of the plan will need to generate resources from both the public coffers and international donors. The Agency cannot afford to have a financial management team that is not up to the task in proper and effective management of its finances. In this plan, the CNDRA will leverage training opportunities on staff members in the Finance Section so as to build up their capacities for maximum productivity.

In the same way, the National Archives cannot afford to have a project office with staffers that are incapable of conducting project-driven assessments, writing winning projects and efficiently managing project resources for successful implementation. As earlier stated, the CNDRA will also rely on the support of development partners working in the country for significant portion of the assistance it needs to modernize. In other words, staffers of the Projects Office, when fully capacitated, knowledge-wise, will help

the CNDRA in sourcing additional support from the donor community in its modernizing drive.

**Strategies for realizing Segment 2 of Strategic Goal 4 (Modernizing through Provision of Specialized Trainings for Staffers of the Finance Section and Projects & Programs Office) includes but not limited to the following:**

- Seek the assistance of government and partners;
- Sign commitment bond with staffers as a guaranty to ensure that they will study and come back home to serve the Liberian government;
- When support is available, identify schools where the following courses are offered at certificate, diploma and degree levels:
  1. Financial Management Practices with emphasis in one or two certification programs (notably CPA, CGA) with at least two staff members in the Finance Section;
  2. Courses in Advanced Financial Management in Public Sector Planning, Implementation, Reporting and Analyses with at least three staff;
  3. Courses in Project Writing, with emphasis in Donor Related projects;
  4. Provide for joint-training and collaboration with the Liberia Revenue Authority (LRA) in Public Sector Revenue Mobilization and Management, etc.

**By 2028, 70 percent of members of senior management would have participated in twining programs or study tours with reputable archival institutions in Africa and other parts of the world.**

There are growing demands in all spears of life today including the archival world. Countries both in Africa and parts of the world are developing new technologies and bringing innovative solutions to challenges facing the collection and preservation of national repositories. Senior managers who have charged themselves with the responsibilities to lead individuals, teams, and organizations, need to be better prepared to lead their teams into a bold new world of opportunities. As a statement of fact, the full implementation of this strategic plan will largely depend on a leadership that is determined, bold, innovative and most importantly extremely capable. The various leadership programs for the management team at the CNDRA will brighten their skills on new development in the archive world.

**Strategies for realizing Segment 3 of Strategic Goal 4 (Modernizing through Provision of Twining Programs for Senior Management Team Members of the CNDRA) includes but not limited to the following:**

- Lobby with government and partners for support;

- Sign commitment bond with staffers as a guaranty to ensure that they will study and come back home to serve the Liberian government;
- When support is obtained, identify reputable institutions at home and abroad and sponsor twinning programs with other national archival bodies in subregion, Africa and other parts of the world;
- Sponsor senior management training program in Archival Collections, Preservation and Management in various parts of the world, etc.

**In the same 2028, the CNDRA hopes to see the capacities of staffers of the various sections of the Agency built to an appreciable level so as to help maximize productivity.**

Training every staff member of the CNDRA will strengthen our vision to build a world-class archival institution that boast of competent workforce as its brand. This exercise requires careful planning to target the right people and build the right skills at the right time and overtime. The CNDRA sees these efforts as an ongoing strategic commitment. While the Agency is mindful not to build the wrong skills and target the wrong people, there is also a serious capacity gap at the CNDRA. Many staff members in critical sections of the entity have never seen training in their fields since the end of the country's civil conflict. Without upgrading the skills of staffers at the National Archives so as to flow with the demands of modern archival methodologies, the growth and development of the agency will be impeded to a large extend. This is why we take the issue of capacity building very seriously.

**Strategies for achieving Segment 4 of Strategic Goal 4 (Modernizing through Building Capacities of all Staffers of the CNDRA) includes but not limited to the following:**

- Seek the support of government and partners;
- Sign commitment bond with staffers as a guaranty to ensure that they will study and come back home to serve the Liberian government;
- Identify institutions where courses relevant to the functions of the remaining sections of the CNDRA are offered both at home and abroad;
- Sponsor staffers in various institutions of learning both locally and internationally where they would study at different levels to include Professional Certificates, Diplomas, Associate Degrees, Bachelor Degrees, Masters, etc.;
- Encourage the conduct of regular internal refresher workshops for staffers of the National Archives in various sections, etc.

**By 2028, the CNDRA will have developed and implemented 90 percent of all the regulations set forth by the International Council on Archives (ICA).**

The Center for National Documents and Records Agency is in bad financial standing with regional and international organizations that advocate for the safe and effective protection of archival materials the world over. For the past 30 years Liberia has not been part of any international meeting both at the regional and international levels where leaders meet to develop new strategies on the protection of public repositories.

Liberia's full membership and participation in these international organizations will pave the way for increased international support and partnership with other countries and institutions in harnessing the opportunities out in the archival world. This is part of our new strategy aimed at making the national archives more competitive both here in Liberia, regionally and on the global stage.

**Strategies for Achieving Segment 5 of Strategic Goal 4 (Modernizing through Regularization of Membership and Strengthening of Relationships with Regional and International Archival Bodies) includes but not limited to the following:**

- Engage government and partners for support;
- Calculate all arrears owed to various subregional, regional and international archival institutions;
- When support is sourced, clear all arrears so as to regain full membership and strengthen relationships with subregional, regional and international archival bodies;
- Establish strong relationship with the Academy of Certified Archivists--an independent, nonprofit certifying organization of profession archivists;
- Establish strong relationships with the International Council on Archives (ICA). Focusing on promoting the preservation and use of archives around the world;
- Establish strong relations with the International Federation of Library Associations and Institute—an international body representing the interest of libraries and information service and their users, etc.

**In the same 2028, the CNDRA anticipates the development of clear policies on its general administration and financial management systems.**

In the absence of a clearly generated policy to support the work of the CNDRA, the entire effort leading to the holistic actualization of these goals will be challenged. The Agency will need clear internal policies on financial management, human resource management, and various instruments that guide the day-to-day work of the public sector workers stationed at the National Archives. This, for us is important to the overall development of the CNDRA.

The National Archives also takes seriously the issue of institutional development. The Development of important policy instruments to guide the work of the CNDRA is important for the long-term protection of the country's repositories. We are determined to develop bold new policies in the financial and administrative ankles of the Agency to guide against corruption and ineptitudes in the management of the Agency. These policies will clearly state why the CNDRA collect, how it collects and what it collects. These policies enable the Archival Section to control and better manage the intake of records in its custody.

The International Council on Archives (ICA) is the leading global body that regulates the work of archival institutions around the world. In August 2012, the ICA provided several guidelines and policies that should be adopted by public records institutions. To date, the Center for National Documents and Records Agency has not been able to adopt any of the policies or guidelines presented by the ICA, though they were developed more than a decade ago. These principles promote the widest possible use of archives, consistent with the framework of laws, regulations and agreements within which archival institutions work. They urge archivists to be proactive and to inform the public about availability of materials to use.

**Strategies for realizing Segment 6 of Strategic Goal 4 (Modernizing through Development of Clear Policies on Administration and Financial Management Systems of CNDRA) includes but not limited to the following:**

- Seek support from government and partners;
- When support is secured, put out an announcement for the hiring of a public policy consultant;
- Hire successful candidate to help develop a clear policy on disposal, management and review of inactive records;
- Develop clear policy on the management of current records;
- Develop a working access policy to restricted archival holdings;
- Develop policy control on physical access to restricted records;
- Strengthen clear term-of-reference for every position in the CNDRA to avoid duplication and overlapping of functions and responsibilities in line with the Civil Service Agency (CSA) of Liberia;
- Update job descriptions for all staff members with clear responsibilities and accountability;
- Develop a clear financial policy for the CNDRA, using international best practices and procedures in line with government of Liberia's Public Financial Management Policies;
- Develop a clear and comprehensive Human Resource Development Plan;

- Develop a policy on recruitment, retirement and voluntary separation from the CNDRA, etc.

**In the same year (2028), the CNDRA would have amended provisions of the 1977 Act to answer to current realities.**

Since 1977 when the Act creating the National Archives was passed, there has been no change to the law even though the industry has experienced rapid changes more than 40 years ago. The Agency cannot continue to operate under the existing laws; as doing so will mean CNDRA will be left behind in a fast changing archival world. In the course of the Strategic Plan, the Agency will work with key stakeholders including the Legislature to make significant changes to the 1977 law which will be in the best interest of the country.

**Strategies for actualizing Segment 7 of Strategic Goal 4 (Modernizing through Amendment of the 1977 CNDRA Act so as to Conform to Current Days' Realities) includes but not limited to the following:**

- Seek the support of government and partners;
- Select a committee internally to review the current law and identify new realities in the world of archives management;
- Hire a Law firm or legal consultants to draft the amended version of the law;
- Hold stakeholders meeting to seek inputs into the draft law;
- Present the draft law to the Liberian Legislature;
- Seek Legislative support on the conduct of hearing to review the draft law;
- Create public awareness on the draft Act;
- Lobby for passage of the amended version of the CNDRA Act, etc.

## **8.0 STRATEGIC GOAL 5: MODERNIZATION THROUGH BUILDING A NATIONAL LIBRARY SYSTEM**



Public Library is a key provider of resources and service in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. Public Libraries help to nurture a democratic culture in any society by providing access to wide range of critical information that enhances the individual's knowledge, ideas and opinion about history, politics, science, culture and arts.

The Liberian child has huge deficiency in reading. This lack of competitiveness in reading is due to an extremely acute lack of opportunity for the Liberian child especially the girl child. The introduction of a public library system will play a significant role in reducing the deficit in reading for all groups of people in Liberia regardless of age and physical condition, economic and social circumstances. However, it has a special responsibility to meet the needs of children and young people. If children can be inspired by the excitement of knowledge and by the imagination at the early age, they are likely to benefit from these vital elements of personal development throughout their lives, both enriching them and enhancing their contribution to society. We are convinced at the CNDRA that following the full development of this public library system throughout the country, we will head for a society that is developing a culture of reading at every level.

Besides serving as an agent of change, public libraries will serve as a key international requirement of Freedom of Information (FOI). The anticipated public Library will represent all ranges of human experience and opinion, free from risk of censorship. Librarians assigned in these Libraries will be required to preserve the basic human rights of FOI.

**By 2029, architectural design would have been completed to construct at least two National Libraries in two strategic locations of Montserrado County.**

The overall objective of this vision is to carry the National Library system alongside the CNDRA's decentralization program. This means to have public libraries constructed in strategic locations across the country, including provincial capitals and districts of every county. We have planned to roll out this plan in 2030 and beyond. This will also take into consideration the construction of branches of the National Archives in every major city of each county. However, we wish to jumpstart implementation of this plan by constructing at least two public libraries in Montserrado County, where the student population of the country is heavily concentrated.

**Strategies for actualizing Segment 1 of Strategic Goal 5 (Modernizing through Construction of Two (2) Public Libraries in Montserrado County) includes but not limited to the following:**

- Lobby with government and other development partners for support;
- When needed support is available, conduct assessment and secure parcels of land in strategic locations of Montserrado County;
- Conduct bidding process in consonance with PPCC regulations for firms interested in developing the architectural work;
- Hire successful bidder to craft the blueprint for the libraries;
- Construct at least two public libraries in two strategic locations of Montserrado County, etc.

**By 2029, a full user's needs assessment of public libraries would have been completed.**

The success of a public library service depends largely on its accessibility to all of its potential users. Any limitation of access, whether deliberate or accidental, will reduce the ability of the public library to fully achieve its primary role of meeting the library and information needs of the community it serves.

**Strategies for actualizing Segment 2 of Strategic Goal 5 (Modernizing through Conduct of Needs Assessment on Accessibility of Public Libraries in Montserrado County) includes but not limited to the following:**

- Seek government and partners' support;
- Conduct an assessment to identify potential users (children, young adults, adults, people with special needs);
- Conduct an analysis on the need of users;

- Conduct collaboration meetings with the Ministry of Education, the National Commission on Higher Education and international partners for the provision of Library services throughout the county for secondary school students;
- Develop a customer care policy for libraries, etc.

**By 2029, the CNDRA would have recruited competent staff to manage the libraries in Montserrado County.**

Staffers are vitally important resource in the operation of a library. Staff expenses normally represent a high proportion of a library's budget. In order to provide the best possible service to the community, it is necessary to maintain well trained and highly motivated staff to make effective use of the resources of the library and to meet the demands of the community. Staff should be available in sufficient numbers to carry out these responsibilities. The management of library staff is itself an important task. All staff should have a clear understanding of the policy of the library service, well-defined duties and responsibilities, properly regulated conditions of employment and salaries that are competitive with other similar jobs.

**Strategies for achieving Segment 3 of Strategic Goal 5 (Modernizing through Recruitment of Staffers for Libraries in Montserrado County) includes but not limited to the following:**

- Seek the support of government and partners;
- Put out announcement for the recruitment of libraries' staff;
- Ensure the acquisition of skills set for library staff to include ability to communicate positively with people, ability to understand needs of users;
- Develop clear categories for staff in the Library Office (Qualified Librarians, Library Assistants, Specialists and support staff);
- Develop policy on ethical standards to guide staff interactions with the public;
- Conduct planned and regular training at least twice a year;
- Create a career development plan for staff who would want to further their career in Library Science;
- Develop policies and procedures on health and safety;
- Develop policies on the role of those wanting to volunteer services to the Library in their areas, etc.

**By 2029, a clear strategy for management and marketing of the public libraries would have been completed.**

A successful public library is a dynamic organization working with other institutions and with individuals to provide a range of library and information services to meet the

varied and changing needs of the community. To be effective, it requires experienced, flexible and well trained managers and staff able to use a wide range of management techniques to deliver quality services to the public.

**Strategies for achieving Segment 4 of Strategic Goal 5 (Modernizing through Management and Marketing of Public Libraries in Montserrado County) includes but not limited to the following:**

- Lobby with government and partners for support;
- When support is secured, put out announcement for the hiring of a consultant;
- Hire successful candidate to provide consultancy in the following areas:
  1. Building a management system that is innovative and is able to maintain effective relationship with other libraries locally and internationally;
  2. Developing a financial management plan describing funding needs of the libraries;
  3. Developing plans on the management of change and the unprecedented advancement in technology;
  4. Carrying out of constant monitoring and evaluation on the activities and challenges of operating Library service at least quarterly;
  5. Developing a performance management system for all library staff across the county;
  6. Developing a public relations and promotion policy, including a communication strategy and methods for evaluating promotional programs for sustainability of library services, etc.

**By 2029, 90 percent of collections for all libraries in Montserrado County would have been done.**

According to UNESCO regulations, all age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental. Material must reflect current trends and the evolution of society, as well as the memory of human endeavor and imagination. Collections and services should not be subject to any form of ideological, political or religious censorship, nor commercial pressures.

**Strategies for achieving Segment 5 of Strategic Goal 5 (Modernizing through Collection of Materials for Public Libraries in Montserrado County) includes but not limited to the following:**

- Engage government and partners for needed support;

- Craft collection management policy to ensure consistent approach to the maintenance and development of Library collections;
- Provision of wide range of resources to include fictions, non-fictions, reference work, periodicals, etc.;
- Develop a collection maintenance principle, considering a small, but high quality stock instead of large, old worn and outdated books in which new titles are listed in mediocre stocks;
- Create a collection development program to assess the demographics of communities in which libraries are situated, etc.

**By 2029, all libraries across Montserrat County would have been fully equipped and furnished.**

A mere construction of a library building is not an end in itself. For libraries to properly function it requires equipment and furniture. The CNDRA will endeavor to ensure that the newly constructed libraries in Montserrat County are well equipped and furnished so as to answer to the demands of users in this digital age.

**Strategies for achieving Segment 6 of Strategic Goal 5 (Modernizing through Equipping and Furnishing Public Libraries in Montserrat County) include but not limited to the following:**

- Seek support from government and partners;
- When support is available, put out a bid in consonance with PPCC regulations for procurement of the following:
  1. Shelves (25 m per 1000 volumes); 300 pieces in all;
  2. Desks, work tables and chairs for Librarians and other staff (1,000 chairs and 100 tables in all);
  3. Filing cabinets (metal or wood), drawers, catalogues, cabinets and stands, and display shelves which can be locked;
  4. Filing cabinets (metal or wood) which can also be locked;
  5. Library supplies (duplicators, open trays for loan slips, catalogue cards, open trays for record cards, guide cards, catalogue dividers, vertical files, pamphlet files, magazine boxes, rubber stamps, self-adhesive labels, transparent tapes, shelf labels, paper punch, staplers, photocopiers, stationery supplies, scissors and electronic typewriters, etc.);
  6. Information Communication Technology (ITC) equipment and devices in all libraries across the county to include laptops, desktops, printers, scanners, etc.;

7. Switches, racks, routers, cables, RJ45, and regularly recharge modems for internet connectivity, where applicable;
8. Build online research platform for students in the county, to include electronic purchase of books;
9. Air conditioners or cooling systems for libraries;
10. Closed Circuit Television (CCTV) for libraries as a way of strengthening security, etc.

## 9.0 CNDRA ORGANIZATION STAKEHOLDERS ENGAGEMENT

The Five-Year Strategic Goals of the CNDRA has been discussed substantively in the last quarter of 2023. The senior level management in the CNDRA participated in a month-long discussion of the strategies and identified specific challenges in the workplace that they may need to resolve. An anonymous staff survey has been conducted to gauge the mood of staff and identify key challenges affecting their work at the lowest level of the entity (security and janitors). The plan has also been discussed with professional organizations, International Organizations and the Legislative oversight Committees of the National Archives at the level of the Senate and House of Representatives. The draft of the goals was discussed with senior cabinet officials and the Office of the President.

## 10.0 EVIDENCE BUILDING

The development of the CNDRA's Five-Year Strategic Goals commenced with a complete environmental scanning of existing conditions at the Agency and review of emerging issues in the archival world. This also includes a lengthy private conversation with the leadership of the National Archives and discussions with individual staff members of challenges they faced in the execution of their respective duties across the country.

The development process also reviewed efforts by other national archives bodies across Africa such as the Botswana and Lesotho National Archives Office and the National Library of Mauritius Offices. Specific international best practices information was also gathered from the United Nations Educational, Scientific and Culture Organization (UNESCO) and the International Council on Archives (ICA). And of course, it reviews the Records Management Policy of the National Archives of Namibia under the Ministry of Education of that country.

## 11.0 MONEY MATTERS

The actualization of the CNDRA's Five-Year Strategic Goals (2025-2029) will require significant infusion of financial resources for the next five (5) years. In other words, the current plan will cost **Twelve Million, Six Hundred Fifty-Three Thousand, Two**

**Hundred Forty-Three United States Dollars and Sixty-Seven Cents (US\$12,653,243.67)** in order to be implemented over the next five (5) years. The financial forecast for this plan has low margin of error though the calculation is not entirely scientific. It took into consideration prevailing market value of goods and services and also provided additional cushion in case there are difficult economic conditions in the future. The team also evaluated existing price level at two Online Shopping giants (AMAZON and ALIBABA).

## **12.0 PROJECTIONS ON COSTS OF ACHIEVING THE FIVE-YEAR STRATEGIC GOALS IN FIVE YEARS (2025 – 2029)**

| <b>Strategic Goal 1: Modernization through Infrastructure Enhancement</b>                                   |                                                                                             |                         |                       |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------|-----------------------|
| <b>Segment</b>                                                                                              | <b>Description</b>                                                                          | <b>Achieving Period</b> | <b>Cost in USD</b>    |
| 1.                                                                                                          | Cost of Modernizing through Renovation of Offices on 12 <sup>th</sup> Street in Monrovia    | 2025                    | 900,014.00            |
| 2.                                                                                                          | Cost of Modernizing through Renovation of National Library on Ashmun Street in Monrovia     | 2025                    | 120,017.00            |
| 3.                                                                                                          | Cost of Modernizing through Renovation of Tubman Library & Museum in Harper                 | 2025                    | 1,750,082.00          |
| 4.                                                                                                          | Cost of Modernizing through Renovation of Tubman Library for African Culture in Robertstown | 2025                    | 200,095.00            |
| 5.                                                                                                          | Cost of Modernizing through the Construction of a Multipurpose Records Center in Monrovia   | 2025 - 2026             | 1,100,035.00          |
| <b>Sub-total</b>                                                                                            |                                                                                             |                         | <b>\$4,070,243.00</b> |
| <b>Strategic Goal: 2 Modernization through Digitization, Decentralization and Improved Customer Service</b> |                                                                                             |                         |                       |
| <b>Segment</b>                                                                                              | <b>Description</b>                                                                          | <b>Achieving Period</b> | <b>Cost</b>           |
| 1.                                                                                                          | Cost of Modernization through Digitization                                                  | 2025                    | 194,000.00            |
| 2.                                                                                                          | Cost of Modernization through Digital Records Management                                    | 2025                    | 45,000.00             |
| 3.                                                                                                          | Cost of Modernizing through Decentralization                                                | 2025                    | 1,000,000.00          |
| 4.                                                                                                          | Cost of Modernization through Improved Customer Service                                     | 2025                    | 105,000.00            |
| 5.                                                                                                          | Cost of Modernization through Improved                                                      | 2025                    | 90,000.00             |

|                                                                                                               |                                                                                                                                                    |                         |                       |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
|                                                                                                               | Media Platforms                                                                                                                                    |                         |                       |
| 6.                                                                                                            | Cost of Modernizing through Pests' Control                                                                                                         | 2026                    | 80,000.00             |
| 7.                                                                                                            | Cost of Modernizing through Procurement of Logistics for Mobility (Vehicles)                                                                       | 2026                    | 1,000,000.00          |
| 8.                                                                                                            | Cost of Modernizing through Proper Shelving and Preservation                                                                                       | 2026                    | 40,000.00             |
| 9.                                                                                                            | Cost of Modernizing through Furnishing and Equipping Multipurpose Records Center                                                                   | 2026                    | 110,000.00            |
| <b>Sub-total</b>                                                                                              |                                                                                                                                                    |                         | <b>\$2,664,000.00</b> |
| <b>Strategic Goal: 3 Modernization through the Collection of Oral History from the 15 Counties of Liberia</b> |                                                                                                                                                    |                         |                       |
| <b>Segment</b>                                                                                                | <b>Description</b>                                                                                                                                 | <b>Achieving Period</b> | <b>Cost</b>           |
| 1.                                                                                                            | Cost of Modernizing through Conduct of Training for Potential Interviewers at CNDRA                                                                | 2027                    | 30,000.00             |
| 2.                                                                                                            | Cost of Modernizing through Conduct of Nationwide Assessment and Vetting Exercise for Potential Narrators in the 15 Counties                       | 2027                    | 10,000.00             |
| 3.                                                                                                            | Cost of Modernizing through Development of Guidelines and Policies on Collection and Preservation of Oral History Information from the 15 Counties | 2027                    | 50,000.00             |
| 4.                                                                                                            | Cost of Modernizing through Touring the 15 Counties to Collect Oral History Information                                                            | 2027                    | 153,000.00            |
| <b>Sub-total</b>                                                                                              |                                                                                                                                                    |                         | <b>\$243,000.00</b>   |
| <b>Strategic Goal 4: Modernization through Capacity Building and Institutional Development</b>                |                                                                                                                                                    |                         |                       |
| <b>Segment</b>                                                                                                | <b>Description</b>                                                                                                                                 | <b>Achieving Period</b> | <b>Cost</b>           |
| 1.                                                                                                            | Cost of Modernizing through Provision of Advanced Trainings for Staffers of the Libraries, Archival, ICT, Human Resource and M&E Sections          | 2028                    | 430,000.00            |
| 2.                                                                                                            | Cost of Modernizing through Provision of Specialized Trainings for Staffers of the Finance Section and Projects & Programs                         | 2028                    | 150,000.00            |

|                                                                                                                                                    |                                                                                                                                             |                         |                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------|
|                                                                                                                                                    | Office                                                                                                                                      |                         |                          |
| 3.                                                                                                                                                 | Cost of Modernizing through Provision of Twinning Programs for Senior Management Team Members of the CNDRA                                  | 2028                    | 187,500.00               |
| 4.                                                                                                                                                 | Cost of Modernizing through Building Capacities of all Staffers of the CNDRA                                                                | 2028                    | 1,275,000.00             |
| 5.                                                                                                                                                 | Cost of Modernizing through Regularization of Membership and Strengthening of Relationships with Regional and International Archival Bodies | 2028                    | 1,500,000.00             |
| 6.                                                                                                                                                 | Cost of Modernizing through Development of Clear Policies on Administration and Financial Management Systems of CNDRA                       | 2028                    | 350,000.00               |
| 7.                                                                                                                                                 | Cost of Modernizing through Amendment of the 1977 CNDRA Act so as to Conform to Current Days' Realities                                     | 2028                    | 60,000.00                |
| <b>Sub-total</b>                                                                                                                                   |                                                                                                                                             |                         | <b>\$3,952,500.00</b>    |
| <b>Strategic Goal 5: Modernization through Building a National Library System</b>                                                                  |                                                                                                                                             |                         |                          |
| <b>Segment</b>                                                                                                                                     | <b>Description</b>                                                                                                                          | <b>Achieving Period</b> | <b>Cost</b>              |
| 1.                                                                                                                                                 | Cost of Modernizing through Construction of Two (2) Public Libraries in Montserrado County                                                  | 2029                    | 1,497,500.67             |
| 2.                                                                                                                                                 | Cost of Modernizing through Conduct of Needs Assessment on Accessibility of Public Libraries in Montserrado County                          | 2029                    | 15,000.00                |
| 3.                                                                                                                                                 | Cost of Modernizing through Recruitment of Staffers for Public Libraries in Montserrado County                                              | 2029                    | 21,000.00                |
| 4.                                                                                                                                                 | Cost of Modernizing through Management and Marketing of Public Libraries in Montserrado County                                              | 2029                    | 45,000.00                |
| 5.                                                                                                                                                 | Cost of Modernizing through Collection of Materials for Public Libraries in Montserrado County                                              | 2029                    | 145,000.00               |
| <b>Sub-total</b>                                                                                                                                   |                                                                                                                                             |                         | <b>\$1,723,500.67</b>    |
| <b>Grand Total in Figures</b>                                                                                                                      |                                                                                                                                             |                         | <b>US\$12,653,243.67</b> |
| <b>Grand Total in words: Twelve Million, Six Hundred Fifty-Three Thousand, Two Hundred Forty-Three United States Dollars and Sixty-Seven Cents</b> |                                                                                                                                             |                         |                          |

## Appendix

### CNDRA's List of ICT Equipment and Devices for Use Now

In order to expedite the modernization process of the National Archives, serious effort must be exerted to equip its various offices at its National Headquarters on 12<sup>th</sup> Street, Monrovia. As of now, the overall functionality of the agency is being impeded by lack of basic ICT equipment and devices for use by its various offices.

The chart drawn below depicts categories of ICT equipment, descriptions and quantities required for used by the 12<sup>th</sup> Street offices of the National Archives.

#### DIRECTOR GENERAL'S OFFICE

| CATEGORY               | DESCRIPTION                                             | QTY | TOTAL |
|------------------------|---------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER       | High End Workstation HP Z230 SFF/<br>HP Core i5 & Above | 5   | 5     |
| SCANNER                | HP Scanjet G2410                                        | 2   | 2     |
| PRINTER                | Canon G410 series                                       | 3   | 3     |
| UPS                    | APC Backup Pro Tower 1500KVA                            | 2   | 2     |
| EXTENDED HARD<br>DRIVE | SATA 4TB                                                | 2   | 2     |
| LAPTOP                 | HP Pavilion core i5 & Above                             | 3   | 3     |

#### DEPUTY DIRECTOR GENERAL/ADMINISTRATION 'S OFFICE

| CATEGORY         | DESCRIPTION                                             | QTY | TOTAL |
|------------------|---------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core<br>i5 & Above | 5   | 5     |
| PRINTER          | Canon G410 series                                       | 3   | 3     |
| LAPTOP           | HP Pavilion core i5 & Above                             | 2   | 2     |
| UPS              | APC Backup Pro Tower 1500KVA                            | 1   | 1     |

**PRINTING, BINDING & PUBLICATION SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                               | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above             | 7          | 7            |
| SCANNER          | HP Scanjet G2410                                                 | 3          | 3            |
| PRINTER          | HP LaserJet Pro 400 color M451dn/HP LaserJet Pro 300 Color M351a | 3          | 3            |
| UPS              | APC Backup Pro Tower 1500KVA                                     | 1          | 1            |
| LAPTOP           | HP Pavilion Core i5 & above                                      | 1          | 1            |

**CUSTOMER SERVICE CENTER (CSC)**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                               | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above             | 7          | 7            |
| SCANNER          | HP Scanjet G2410                                                 | 2          | 2            |
| PRINTER          | HP LaserJet Pro 400 color M451dn/HP LaserJet Pro 300 Color M351a | 3          | 3            |
| UPS              | APC Backup Pro Tower 1500KVA                                     | 2          | 2            |
| SWITCH           | 12 Ports D-Link                                                  | 1          | 1            |
| UPS              | APC Backup Pro Tower 1500KVA                                     | 1          | 1            |
| LAPTOP           | HP Pavilion Core i5 & above                                      | 1          | 1            |

**ICT SECTION**

| <b>CATEGORY</b> | <b>DESCRIPTION</b>                                                                  | <b>QTY</b> | <b>TOTAL</b> |
|-----------------|-------------------------------------------------------------------------------------|------------|--------------|
| SERVER          | 48TB HP Proliant DL380 G10 & Above                                                  | 2          | 2            |
| SWITCH          | Cisco Catalyst CBS 350 Series POE 48 ports / Cisco Catalyst CBS 220 series 24 ports | 8          | 8            |

|                                    |                                                                                                                                                |         |         |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|
| PRINTER                            | Canon G410 Series                                                                                                                              | 2       | 2       |
| STORAGE                            | 90TB Buffalo Terastation                                                                                                                       | 2       | 2       |
| USP                                | Uninterruptible Power: 12-24 hour<br>10KVA<br>Or Battery Bank                                                                                  | 1       | 1       |
| SOFTWARES                          | MS Windows 10/16 Operating Systems                                                                                                             | 20      | 20      |
| "                                  | Windows Server 2016 OS (license)                                                                                                               | Renewal | Renewal |
| "                                  | MS Office 2013/16                                                                                                                              | 20      | 20      |
| "                                  | Anti-Virus Renewal Update 2024 Version                                                                                                         | Renewal | Renewal |
| "                                  | Adobe Photoshop 2024-22.3                                                                                                                      | 10      | 10      |
| "                                  | Silverfast Software                                                                                                                            | 10      | 10      |
| "                                  | Marriage Management Application<br>Software                                                                                                    | n/a     | n/a     |
| "                                  | Active Directory Implementation                                                                                                                | n/a     | n/a     |
| "                                  | Disaster Recovery Software - Simac                                                                                                             | n/a     | n/a     |
| BOX OF CABLE                       | Replacement of all damaged cables in<br>the entire building including customer<br>service which is currently affected by<br>interconnectivity. | 4       | 4       |
| TOOLKIT                            | Hardware Toolkit & Network Toolkit                                                                                                             | 2       | 2       |
| SUPPLIES                           | External CD Rom Reader                                                                                                                         | 2       | 2       |
| LAPTOP                             | HP Pavilion Core i5 & Above                                                                                                                    | 5       | 5       |
| NETWORK\ACCESS<br>POINT CONTROLLER | wireless Unifi Access Points                                                                                                                   | 5       | 5       |

### FINANCE SECTION

| CATEGORY         | DESCRIPTION                                             | QTY | TOTAL |
|------------------|---------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core<br>i5 & Above | 6   | 6     |
| PRINTER          | Canon G410` series                                      | 2   | 2     |
| UPS              | APC Backup Pro Tower 1500KVA                            | 2   | 2     |
| LAPTOP           | HP Pavilion Core i5 & above                             | 2   | 2     |

**HUMAN RESOURCE SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 6          | 6            |
| PRINTER          | Canon G410 series                                    | 2          | 2            |
| UPS              | APC Backup Pro Tower 1500KVA                         | 2          | 2            |
| LAPTOP           | HP Pavilion Core i5 & above                          | 1          | 1            |

**INFORMATION/PUBLIC AFFAIRS SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 4          | 4            |
| PRINTER          | Canon G410 series                                    | 1          | 1            |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1          | 1            |
| LAPTOP           | HP Pavilion Core i5 & above                          | 1          | 1            |

**AUDIT SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 4          | 4            |
| PRINTER          | Canon G410 series                                    | 2          | 2            |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1          | 1            |
| LAPTOP           | HP Pavilion Core i5 or above                         | 1          | 1            |

**MARRIAGE SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 8          | 8            |

|         |                              |   |   |
|---------|------------------------------|---|---|
| PRINTER | Canon G410 series            | 2 | 2 |
| UPS     | APC Backup Pro Tower 1500KVA | 1 | 1 |
| LAPTOP  | HP Pavilion Core i5 or above | 1 | 1 |

### PROCUREMENT SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 3   | 3     |
| PRINTER          | Canon G410 series                                    | 2   | 2     |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1   | 1     |
| LAPTOP           | HP Pavilion Core i5 & above                          | 1   | 1     |

### PROGRAMMES & PROJECTS OFFICE

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 3   | 3     |
| PRINTER          | Canon G410 series                                    | 2   | 2     |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1   | 1     |
| LAPTOP           | HP Pavilion Core i5 & above                          | 1   | 1     |

### DIGITAL SCANNING CENTER (DSC)

| CATEGORY         | DESCRIPTION                                          | QTY           | TOTAL         |
|------------------|------------------------------------------------------|---------------|---------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 8             | 8             |
| PRINTER          | Canon G410 series                                    | 2             | 2             |
| UPS              | APC Backup Pro Tower 1500KVA                         | 2             | 2             |
| SCANNER          | Epson Expression 12000XL                             | 5             | 5             |
| SOFTWARES        | Adobe Photoshop 22.3/Silver Fast                     | 8<br>Licenses | 8<br>Licenses |

|        |                    |   |   |
|--------|--------------------|---|---|
| LAPTOP | HP Core i5 & Above | 1 | 1 |
|--------|--------------------|---|---|

### MAINTENANCE SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 2   | 2     |
| PRINTER          | Canon G410 series                                    | 1   | 1     |
| LAPTOP           | HP Core i5 & Above                                   | 1   | 1     |

### OUTSTATION SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 3   | 3     |
| PRINTER          | Canon G410 series                                    | 1   | 1     |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1   | 1     |
| LAPTOP           | HP Pavilion Core i5 & above                          | 1   | 1     |

### M & E SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 2   | 2     |
| PRINTER          | Canon G410 series                                    | 1   | 1     |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1   | 1     |
| LAPTOP           | HP Pavilion Core i5 or above                         | 1   | 1     |

### TECHNICAL SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 2   | 2     |

|         |                              |   |   |
|---------|------------------------------|---|---|
| PRINTER | Canon G410 series            | 2 | 2 |
| UPS     | APC Backup Pro Tower 1500KVA | 1 | 1 |
| LAPTOP  | HP Pavilion Core i5 or above | 1 | 1 |

### DEEDS & TITLES SECTION

| CATEGORY         | DESCRIPTION                                                      | QTY | TOTAL |
|------------------|------------------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above             | 3   | 3     |
| PRINTER          | HP LaserJet Pro 400 color M451dn/HP LaserJet Pro 300 Color M351a | 2   | 2     |
| UPS              | APC Backup Pro Tower 1500KVA                                     | 1   | 1     |
| LAPTOP           | HP Core i5 & Above                                               | 1   | 1     |

### LEGAL SERVICES SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 2   | 2     |
| PRINTER          | Canon G410 series                                    | 1   | 1     |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1   | 1     |
| LAPTOP           | HP Core i5 & Above                                   | 1   | 1     |

### PUBLIC RECORDS SECTION

| CATEGORY         | DESCRIPTION                                          | QTY | TOTAL |
|------------------|------------------------------------------------------|-----|-------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 3   | 3     |
| PRINTER          | Canon G410 series                                    | 1   | 1     |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1   | 1     |
| LAPTOP           | HP Core i5 & Above                                   | 1   | 1     |

**NATIONAL REPOSITORY**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                           | <b>QTY</b> | <b>TOTAL</b> |
|------------------|----------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 | 4          | 4            |
| PRINTER          | Canon G410 series                            | 2          | 2            |
| UPS              | APC Backup Pro Tower 1500KVA                 | 1          | 1            |
| LAPTOP           | HP Core i5 & Above                           | 2          | 2            |

**TECHNICAL SERVICES DEPARTMENT**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                               | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5                     | 3          | 3            |
| PRINTER          | HP LaserJet Pro 400 color M451dn/HP LaserJet Pro 300 Color M351a | 2          | 2            |
| UPS              | APC Backup Pro Tower 1500KVA                                     | 1          | 1            |
| LAPTOP           | HP Core i5 & Above                                               | 1          | 1            |

**ARCHIVAL SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 4          | 4            |
| PRINTER          | Canon G410 series                                    | 1          | 1            |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1          | 1            |
| LAPTOP           | HP Core i5 & Above                                   | 1          | 1            |

**INTERNAL SECURITY SECTION**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 1          | 1            |

|         |                    |   |   |
|---------|--------------------|---|---|
| PRINTER | Canon G410 series  | 1 | 1 |
| LAPTOP  | HP Core i5 & Above | 1 | 1 |

**C. M. W. EVENTS HALL MANAGEMENT**

| <b>CATEGORY</b>  | <b>DESCRIPTION</b>                                   | <b>QTY</b> | <b>TOTAL</b> |
|------------------|------------------------------------------------------|------------|--------------|
| DESKTOP COMPUTER | High End Workstation HP Z230 SFF/ HP Core i5 & Above | 2          | 2            |
| PRINTER          | Canon G410 series                                    | 1          | 1            |
| UPS              | APC Backup Pro Tower 1500KVA                         | 1          | 1            |
| LAPTOP           | HP Core i5 & Above                                   | 2          | 2            |

Thanks for your patience in perusing our listing.