

ICA Africa Workplan

by James Lowry on behalf of the Programme Commission
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1. Introduction

ICA Africa Strategy (2015 – 2020) requires the Africa Strategy Working Group (ASWG) to develop a workplan to give effect to the Strategy. This document constitutes the workplan. It sets out actions for contributing to the Strategy's two key aims of **Advocacy and Training and Education**, and supporting actions. It outlines how the ASWG will address the evaluation of progress against the Strategy. Finally, it summarises the responsibilities of ICA's groups and bodies under the Strategy.

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2. Africa Strategy Working Group

Up until now, the ASWG has been acting under the direct remit of ICA's VP Programme, convened by the Deputy Secretary General. It has achieved its immediate goals of an initial survey and consultations with significant stakeholders. ASWG should now be re-constituted under the leadership of a respected African archivist, with its membership consisting of individuals and groups working on projects to deliver results in line with the Africa Strategy and Workplan.

3. Actions

3.1 Strategic Aim - Advocacy

3.1.1. Advocating for strong archival institutions

Strong national archives provide an example and a resource for other archives in the country. For the purposes of this Strategy, strong national archives are those that are:

- established in law with a mandate to set policy and standards for record-keeping across government
- supported by a policy framework that ensures their involvement in government initiatives and programmes in relevant areas such as e-government and open government
- performing their functions according to procedures that reflect international good practice
- making use of international standards and contributing to their development and distribution
- allocated resources for the staffing and the physical and digital infrastructure required to fulfill their mandate for the care of records across formats.

ICA wishes to support the development of strong national archives in Africa, with the intention that future iterations of the ICA Africa Strategy will be able to focus on other kinds of archives and archival capacity. Nevertheless, ICA is aware that the developments that have been seen in Tanzania, Ghana and The Gambia, for instance, are the result of sustained and well-resourced projects, often spanning ten or more years, aimed to embed change locally. The Forum of National Archivists will identify and deliver advocacy initiatives, such as high level briefing missions, in cooperation with ICA's African Category A membership. The Africa Strategy Task Force will identify and foster partnerships that help to achieve the aim of strengthening African national archives, for instance by working with African colleagues to advocate for support for reform programmes from the World Bank, the International Monetary Fund, and other donors and lenders.

3.1.2 Regional professional networks and associations as infrastructure for advocacy

ICA wishes to use its Africa Strategy to support the development of its regional branches in Africa, with a view to creating solidarity, knowledge exchange and development opportunities within and between regions. ICA's Section for Professional Associations (SPA) will work with the existing archival and records management associations and the relevant regional branch chairs to understand their particular needs and develop work plans to support the growth and animation of the African branches and associations to the point of institutionalising regular publications (journals or newsletters), regular meetings or conferences, and active list-servs. The work plans should also identify measures for attracting new members to the regional branches. ICA believes that active branches constitute part of the infrastructure that will enable increased advocacy and training and education.

3.1.3. Drawing government attention to archives through international solidarity

ICA undertakes to hold its 2018 annual conference in an African country. The ICA Secretariat will work with African members to develop feasible bids. ICA will also welcome the chance to hold an Executive Board meeting, usually held in or around April each year, in an African country.

Additionally, ICA encourages all its professional Sections to schedule one or more of their meetings or conferences in African countries during the period 2015 to 2020. This will assist African colleagues in drawing senior attention to archives, allow African colleagues to benefit from specialised expertise and to share their own.

3.2 Strategic Aim – Training and Education

3.2.1. Curriculum development

Consultations with African colleagues have repeatedly raised the need for support in redeveloping university curricula so that they reflect international good practice and recent developments in the field. ICA's Section on Archival Education (SAE) has worked with ICA members and partners to develop educational materials. ICA calls on the SAE to ensure that these materials are made accessible to more African archival educators by making them available in French, and circulating them as widely as possible, including writing to relevant

African universities directly. ICA also calls on the SAE to conduct an in-depth needs assessment amongst African archival educators, and a review of existing material, for instance that produced by the IRMT, AIAF, InterPARES, etc., to determine if new material needs to be developed to support curriculum development and, if so, how ICA and SAE can support such an initiative.

3.2.2 Build partnerships in support of conservation and preservation training

ICA will communicate with the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCRUM) to understand how African archives can contribute to and benefit from its resources, training opportunities, and network in Africa, including the École du Patrimoine Africain (EPA) in Porto-Novo, Benin and Centre for Heritage Development in Africa (CHDA) in Mombasa, Kenya. Representation of the needs of African archives will be made by the ICA President or Secretary General, and the results of this discussion will be passed on to the Africa Strategy Working Group, which will make recommendations on next steps towards strengthening archival capacity in conservation and preservation. The Africa Strategy Working Group will look to the expertise of ICA's Expert Group on Archival Buildings and Environment in this matter.

3.2.3. Practical training in digital records management and preservation

Whereas ICA shares its interest in capacity building in conservation and preservation with ICCROM and other parties, it is the lead organisation on archives management and preservation, including in the digital environment, so it will be up to ICA to spearhead the development of training that responds to needs in this area in Africa. ICA charges the ASWG to lead a project, working with stakeholders, ICA experts and industry partners, to establish a capacity building programme for digital records management and, with a view to running summer schools in the last three years of the Strategy period, in collaboration with the relevant regional branch and appropriate universities. The priority for training will be rapid capacity building for mid-career archival educators in Africa, with the aim of transferring digital records knowledge to universities, where it can be incorporated into revised curricula (see also 3.2.1).

Future iterations of the Africa Strategy should aim to expand the scope and coverage of this training to archivists and records managers across the continent, always mindful that the long-term goal is to enable digital records management and preservation to be taught in a practical way in universities across Africa.

4. Supporting actions

4.1 FIDA

Of the seventeen projects funded by FIDA (as at June 2015), seven have been African:

- ESARBICA: Workshop on digital records management
- Burundi: New law on archives
- Mozambique: Preservation training for Mozambique Historical Archives

- Cameroon: Development project for regional archives
- Cameroon: Local archives project
- African Union Commission
- Training Audio-visual Archivists, Photographic Conservators and Archivists from ESARBICA

ICA is grateful to the FIDA trustees for supporting initiatives focussed on Africa and led by Africans, and calls on the FIDA trustees to prioritise applications that support the achievement of the objectives of this strategy. ICA will continue to work with the FIDA trustees to identify ways of resourcing FIDA to fulfil its mandate.

4.2. Sections

ICA understands that the extent to which its Sections can contribute to building capacity in the African archival profession varies according to their specialisation, level of activity, and number of African members. During the period 2016 - 2020, PCOM will be requesting all Sections to prioritise at least one initiative or project that focuses on meeting ICA's Africa goals and the needs of African colleagues and archival institutions.

4.3. ICA Marketing, Communications and Publications

The Secretariat will develop a communications plan for ICA's Africa Strategy. ICA's website will feature dedicated pages to support the Africa Strategy and workplan.

In 2013, a special issue of Comma was published on government record-keeping in sub-Saharan Africa, with one focussing on francophone Africa in production. While recognising that articles by African colleagues or about Africa are always welcome in Comma, ICA is grateful to the journal's editorial board for creating these particular opportunities to draw attention to African interests, and encourages the editorial board to allocate another special issue to an African theme within the period of this Strategy (2015 – 2020).

4.4 Shared Archival Heritage

ICA will establish an Expert Group on Shared Archival Heritage, which will in effect take over the remit of the Displaced Archives Working Group. Its first order of business will be to propose a 'digital exchange programme'. The proposal should examine the feasibility of maintaining a register of shared archival heritage and obtaining funding to implement copying programmes agreed by the countries involved.

4.5 Exchanges of New Professionals

Professional exchanges between national archives can be beneficial to both parties. ICA calls on its members to consider exchanges of staff as an approach to capacity building and knowledge exchange. Though funding, travel arrangements, accommodation, insurance, etc will need to remain the responsibilities of the host and recipient, ICA's Coordinator for the

New Professionals Programme will be a point of contact for archives wishing to enter into staff exchanges.

5. Resources to Deliver the Africa Workplan

At this initial stage, it is not possible to anticipate the likely financial cost of delivering the various projects and initiatives arising from ICA's Africa Strategy and associated Workplan. ICA entities responsible for delivery of the various tasks are expected to estimate any funding required as the project planning process gets underway.

As a non-governmental organization, ICA is mainly reliant on membership dues for its income. The budget covering administrative, governance and programme streams offers little opportunity to release a large amount of money to support its work in Africa.

The Strategy therefore aims to build a momentum amongst African stakeholders, generate initial success, team-working, enthusiasm and commitment to establish the capacity to secure external funding and successfully deliver projects in accordance with the Africa Strategy and Workplan. At this stage, the Africa Strategy and Workplan relies predominantly upon its proven strength, volunteer action and small but well-focused financial outlay, but including the totality of ICA's resources, as follows:

- The PCOM budget line that specifically supports initiatives under the Strategy and Workplan
- Africa-related initiatives successfully awarded funding as part of PCOM's general funding process for programme-related projects
- FIDA's grant awards to African colleagues
- Existing tools, products and standards
- Individual volunteers
- Institutional members' dedication of staff resources to particular projects and initiatives
- Partnership development work on the part of the Secretariat and Elected Officers

ICA does not currently have the capacity for fund-raising or compiling viable funding applications to increase financial resources to support the Africa Strategy and Workplan, but this situation will be kept under review.

6. Gauging the Success of the Africa Strategy

At the end of the Strategy period, it will be possible to see if the actions set out in the Strategy have been undertaken, but it will be more difficult to gauge their impact. It is crucial to be able to assess the success of ICA's initiatives under the Africa Strategy, especially as ICA intends to develop and deliver further iterations of the Strategy. The lack of quantifiable data on archival development in Africa with which to measure the success of ICA's interventions underscores the need for a method of benchmarking good practice at the national level.

ICA, through PCOM, will support the ASWG to develop a benchmarking tool, as a priority. The tool should consider the range of issues from high level strategic matters of positioning,

partnerships and budgets, to detailed technical matters. The tool should assess national regulatory frameworks for record-keeping throughout the lifecycle / across the continuum. It should map to international standards across all relevant areas of practice, including digital records system design, environmental monitoring and control, archival description, digital preservation, etc etc.

Such a tool will be an asset to ICA and its members across the world. In relation to the Africa Strategy, it could be used to ensure that future ICA interventions are targeted to best possible effect. In developing and applying the tool, the ASWG will look for synergies with any similar initiatives being planned or undertaken within the archival community.

7. Summary of Actions and Responsibilities

Lead	Action	Workplan Reference
All sections	Before the 2016 ICA Congress in Seoul, develop at least one initiative the Section might undertake in support of the aims of the Africa Strategy.	4.2
All sections	Where possible, schedule one or more of their meetings or conferences in African countries during the period 2015 to 2020.	3.1.3
ASWG	Appoint Chair from among African archivists, invite and/or identify members to work on projects to deliver the Strategy.	1
ASWG	Following ICA's communication with ICCROM, and working with the Expert Group on Archive Buildings and Environment, make recommendations on next steps towards strengthening archival capacity in conservation and preservation.	3.2.2
ASWG	Establish a programme of digital records management and preservation training, with a view to running summer schools in the last three years of the Strategy period	3.2.3
ASWG	Lead on the development of a benchmarking tool.	5
ASWG	Develop a set of assessment criteria and performance measurements to gauge the success of ICA's Africa Plan from 2015-2020	
Comma	Allocate another special issue to an African theme within the period of this Strategy (2015 – 2020).	4.3
Expert Group on Archives Buildings and Environment	Support ASWG on making recommendations on next steps towards strengthening archival capacity in conservation and preservation, on the basis of ICA discussions with ICCROM.	3.2.2

Lead	Action	Workplan Reference
FAN	Work with African category A members to identify and deliver appropriate advocacy initiatives.	3.2.1
FAN Africa Taskforce	Work with African colleagues to advocate for support for reform programmes from the World Bank, the International Monetary Fund, and other donors and lenders.	3.2.1
FIDA	Prioritise applications that support the achievement of the objectives of the Africa Strategy.	4.1
ICA Secretariat	Work with African members to prepare bids for the 2018 conference.	3.1.3
ICA Secretariat	Develop a communications plan for ICA's Africa Strategy. ICA's website will feature dedicated pages to support the Africa Strategy and workplan.	4.3
New Professionals Coordinator	Co-ordinate any requests or offers relating to international exchanges of new professionals.	4.5
PCOM	Set up an Expert Group on Shared Archival Heritage to consider a 'digital repatriation programme', maintenance of a register of displaced archives and obtaining funding for copying disputed archives.	4.4
PCOM	Support the development of a benchmarking tool	6
President / Secretary General	Communicate with the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) to understand how African archives can contribute to and benefit from its resources, training opportunities, and network in Africa.	3.2.2
SAE	Arrange translation of selected educational materials into French, complete translation into Arabic.	3.2.1
SAE	Circulate selected educational materials as widely as possible, including writing to relevant African universities directly.	3.2.1
SAE	Conduct an in-depth needs assessment amongst African archival educators, to determine if new material needs to be developed to support curriculum development, and to develop plans for supporting this if required.	3.2.1
Secretary General / Marketing and Communications Manager	On-going review of ICA's capacity to fundraise and/or apply for funding	5.

Lead	Action	Workplan Reference
SPA	Work with the African Region chairs and archival and records management associations to understand their particular needs and develop workplans to support the growth and animation of the regions to the point of institutionalising regular publications (journals or newsletters), regular meetings or conferences, and active list-servs. The workplans should also identify measures for attracting new members to the regional branches.	3.1.2