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LAND POLICY AND INSTITUTIONAL SUPPORT (LPIS) PROJECT

INSTITUTIONAL STRENGTHENING REPORT FOR RECORDS
MANAGEMENT AT THE CENTER FOR NATIONAL DOCUMENTS
AND RECORDS AGENCY (CNDRA)

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Implemented by:
Tetra Tech ARD
P.O. Box 1397
Burlington, VT 05402

Contact information:

Glenn T. Smith
Records Management Consultant
Thompson Reuters
1100 13th ST NW
Washington DC 20005
glenn.smith@lva.virginia.gov; frank.pichel@thomsonreuters.com

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MARCH 2012

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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1.0 CONTEXT

In July 2010, the Government of Liberia (GoL) signed a Threshold Agreement with the United States Millennium Challenge Corporation (MCC). This Threshold Agreement was designed to assist Liberia in improving its performance on core indicators that must be reached in order for the country to become eligible for greater funding under an MCC Compact.

Under the Land Component of the Liberia Threshold Program, sub-tasks have been further identified. These tasks intended to:

- Increase clarity and public understanding of property rights issues in order to educate the public on land policies and law reforms;
- Rebuild management for public and private surveying capacities to improve future land administration; and
- Increase efficiency in deed registration, and restore and improve deed records and procedures.

In November and December 2010, the MCC commissioned a Baseline Assessment for the Department of Lands, Surveys and Cartography (DLSC) of the Ministry of Lands, Mines and Energy (MLME) of the GoL and the National Deeds Registry of the Center for National Documents and Records /Archives (also known as the Center for National Documents and Records Agency, or CNDRA). This assessment was used in the work-plan design for the Liberia Land Policy and Institutional Support Program (LPIS).

A thorough analysis of the CNDRA and DLSC was conducted, including a review of the regulatory framework, institutional capacity, facilities, administrative procedures, records and data available, and technical processes. A work plan was developed to define the activities of DLSC and CNDRA that would assist Liberia to move from Threshold to MCC Compact. The LPIS project produced a report that identified the fact that many of the records currently held in various places in Liberia are in serious need of attention and will be rendered useless for future reference unless measures are taken to preserve them. The report made a number of recommendations on how to better use and preserve the current records held at CNDRA. Currently, records are stored in three rooms within the CNDRA building in conditions that will lead to their deterioration unless corrective measures are soon implemented to taken for their better preservation. Also required are better ways of cataloguing and indexing these records. A program with Indiana University is currently addressing this.

The CNDRA is the official custodian of the land deed registry and other legally recorded documents in Liberia through its Headquarters in Monrovia and offices in each of the 15 counties. Because of the country's relatively recent instability, some deeds were stored in the Ministry of Foreign Affairs and some in the Executive Mansion. These are copies of the original deeds; the originals being returned to the grantees at the time of recording. It is the intention of the GoL to consolidate these records at CNDRA and, with support from the World Bank, to begin a process of scanning and indexing the deeds on the CNDRA premises. This process has begun, with training and systems procurement completed, and digitization/indexing efforts already underway. Furthermore, some deeds were never registered at all, and some copies of deeds can also be found at the DLSC, which undertook a systematic land registration program in Monrovia in the 1970's, making photocopies of the deeds in the subject areas.

CNDRA has identified a number of areas where it recognizes it needs further training. In an interim training report, it identifies ‘Archiving’ as the most important training it requires. To this end, the Government of Liberia, through the LPIS Program, engaged the services of an Archival & Records Management (RM) Specialist to assist with the implementation of Activities C.1 and C.4 of the LPIS Work Plan. Activity C.1 is focused on “Improving operations and procedures within the National Deed Registry to strengthen deed and registry management practices, increase efficiency and lower risk in land transactions, and improve the public’s confidence in and access to land information.” Activity C.4 is focused on “Supplementing ongoing efforts to digitize and index deed records held at the central and county levels to both preserve and prepare the records for eventual computerization of the Deed Registry.”

2.0 SCOPE

The scope of this input was to develop a plan for revising procedures, guidelines, policies, to facilitate the management of permanent and non-permanent records and record systems, with a focus on the Land Registry sector; to establish a plan to create and maintain a sound records management program, including the creation of retention and disposition schedules; to develop and implement a basic- to intermediate-level records management course; to develop and implement an archival document rehabilitation/conservation course, and to develop a handbook outlining the above procedures.

Within the first day at the CNDRA, it became evident that developing a records management program for the entire agency, that would include, as opposed to focusing on, the Deeds Registry, would have significantly more impact in the long term on the management and preservation of not only the CNDRA’s records and collections, but on all of Liberia’s government agencies. The need to instill the basics of records management principles and practices in key staff members, as well as develop a records retention and disposition schedule that could be built upon by CNDRA staff and then replicated by other agencies would be priority one. Introducing selected staff members to the basic concepts of appropriate records preservation and storage, along with remedial steps for senior staff members to use in response to a records emergency would be included.

2.1 DELIVERABLES

In addition to the delivery of this report, including assessments and recommendations, two basic Records Management (RM) training sessions were delivered over a period of three and a half days to thirteen (13) senior and eleven (11) junior staff members. The training guide and handouts are included as an appendix (Appendix Four) to this report, and can also be accessed by CNDRA staff as stand-alone components.

Based on interviews with fourteen (14) selected administrators, managers, and staff members, drafts of both a General and a CNDRA-specific Records Retention and Disposition Schedule have been developed and are included in this report as Appendix 1. The completed interview forms are found in Appendix 2, and each indicates the name of the office and staff member interviewed, along with the date and time that the interview was conducted.

Additional tools that are found in the appendix, or were previously submitted to the CNDRA, include:

- A self-directed computer-based training course “The Basics of Archives” was delivered via CD to the Director of Personnel for the continued education of existing staff members and orientation for new hires.
- The “Emergency Response and Salvage Wheel,” developed by Heritage Preservation, Inc., a US-based company focused on preserving documentary collections, in support of the Heritage Emergency National Task Force, was introduced and explained to the senior staff members. This tool offers remedial actions that can be taken in response to various types of records disasters, and has proven to be easy to access yet quite effective. Ten of these wheels were left with the LPIS project team, and another 15 will be delivered to them by the consultant for distribution to selected CNDRA administrators and staff members.
- During the interviews and training preparation it became clear that few staff members understood that the authority for the CNDRA’s mission is derived from Chapter 81 of the Executive Law, and fewer still have read it. Research revealed that an electronic copy of the 1977 Act does not exist, and the photocopies of the act extant in the CNDRA are of poor quality. To provide greater awareness and understanding of the mandate under which the CNDRA performs, the consultant will deliver an electronically transcribed copy of the act, which may also be added to the Liberia Legal Information Institute’s Website <http://www.liberlii.org/lr/legis/acts/>. The full text of the Act is included in Appendix 3.

2.2 METHODOLOGY

The consultant spent approximately eight days in the CNDRA office, with material development work and research continuing during the January 2012 inauguration and over the weekends while in country. Throughout the first four days he observed the records creation, collection, and storage practices, while conducting interviews with fourteen (14) department and office heads, as well as supporting staff members. A standardized form, developed for these interviews, was utilized to gather specific information on the records created and/or collected by CNDRA departments, from which was developed the drafts of the records retention and disposition schedules.

Through these interviews information on the processes involved in creating and collecting the records used and housed by the CNDRA was revealed. Based on these interviews and the initial meeting with the Director General, the scope of the input broadened in the sense that the Land Deeds Registry was only a part of the agency that needed to expand capacity in the management and preservation of records, as the majority of CNDRA staff members did not have their duties limited to only a specific type of record (land). The scope was narrowed at the same time, in that, given the amount of time to which the input was shortened, and the existing capacity of current staff, attempting to cover, in significant depth, all the areas of records management, preservation, conservation, and archival arrangement would have proven overwhelming.

The scope of the training to be provided was quickly redefined, in conjunction with the CNDRA Director and LPIS Advisor Mr. Andrew Thriscutt, to focus on the foundations of Records Management, with emphases placed on records scheduling and disposition, and an introduction to preservation/storage procedures, emergency response, and the basics of archival practices.

3.0 ASSESSMENT OF CURRENT RECORDS MANAGEMENT CAPACITY

3.1 CURRENT PROCEDURES AND GOVERNING DOCUMENTATION

The focus of this consulting and training project at the Center for National Documents and Records / Archives (CNDRA) was to ascertain the status of records management, and then develop the most expedient plan to expand the current capacity of both individual staff members, as well as the agency as a whole. On arriving at CNDRA, introductions were made with the Director General, Mrs. P. Bloh Sayeh. Discussion quickly turned to the development of a plan that would allow for the assessment of the facility, as well as of selected staff members, specifically department and section heads. The determination was made that interviews would be conducted with the head of each business or functional unit in the agency, as identified by the Director of Personnel. From these interviews would be ascertained the current levels of records management understanding; the processes utilized to create, collect, and maintain records within the agency; and at what level a records management training initiative would best be developed and delivered.

When asked about the governance or authority of records management procedures implemented at the CNDRA, a copy of Executive Law Chapter 81 (An Act to Amend the New Executive Law to Create an Autonomous Bureau to be Known as a Center for National Documents and Records, 1977) was produced. It was explained that parts of the chapter were not in effect at this time, specifically the formation of the National Archives and Records Council. At this time there is no council or board oversight of the CNDRA. The Director General is appointed by, (with the advice and consent of the Senate) and reports directly to, the President of Liberia.

While the Act does not specifically define the mission of the CNDRA, the collective goal of the responsibilities assigned to the Director General is to manage the records created and collected in the transaction of government business, as well as to collect and preserve other records that document the history of the Republic of Liberia. The management of public records includes all aspects of creating, collecting, maintaining, and making accessible all records during their active lifetime, and then properly disposing of temporary records and archiving the permanent records.

CNDRA does not manage their agency records under the guidance of a records retention and disposition schedule. It was determined that part of the interviews would also include determining what records are created in the daily operations of agency business, with an eye to creating a draft retention schedule to leave with the agency. Also included in the information-gathering process would be the formats in which the records are created and maintained, and in what systems, if any, records reside.

The initial scope of the project called for a focus on land records, however it was quickly ascertained that all of the CNDRA was operating without the proper guidance and documentation of a sound Records Management (RM) program, therefore the scope was broadened to cover all records-creating and –maintaining departments within the agency.

3.2 CURRENT CAPABILITIES AND NEAR-TERM ACHIEVABLE GOALS

The Director General indicated that most staff members have a relatively minimal understanding of records management practices and principles. Based on previous reports, there was one records management training session conducted approximately two to three years prior, and that was held predominantly for Land Registry section staff members.

During the initial meeting with the Director General, she detailed her expectation of what would be attainable by her staff in the way of expanding their records management capacity. The focus would first be on the actions and activities that would develop the RM program within the CNDRA, and then how that would be further developed in the future to help CNDRA reach its full capacity as the records administration agency for all of government in Liberia.

The initial training goals were for CNDRA staff to gain an understanding of basic records management processes, how the systematic and consistent implementation of those processes will benefit both individual staff members and the agency as a whole, and what will be the contributions of each staff member to the process. It was agreed that the interview process would help determine to what extent these goals could be accomplished during the active time of this input and what goals would need to be accomplished in the near- to mid-term following the project.

3.3 INTERVIEWS WITH DEPARTMENT AND SECTION HEADS

The format of the interview conducted with CNDRA leadership, while borrowed from previous experience, was developed specifically for CNDRA. From discussion with the Director, and later that day with the Technical Coordinator, the determination was made that a total of fourteen (14) department and section heads would be candidates for the interviews. The Director would notify each person, and advise them of the need for an interview, and why it would be taking place. It became clear fairly quickly that it would be the responsibility of the consultant to either schedule the time with the staff member or just catch up with them whenever possible.

Over the next three and a half business days, the head of every business unit in the CNDRA was interviewed to identify and document the following:

- 1) Responsibilities of the business unit as understood by the head of that group;
- 2) Guidance documentation that was currently in use;
- 3) Records created or collected in the course of business;
- 4) Medium or format on which the record is created/stored; and
- 5) Where the records of that unit are housed.

Along with documenting the information about the records of that office, assessments were also made concerning the interviewee's understanding of records, and what role records management plays in the daily operations of their business unit

The offices that were identified as candidates for interviews based on the fact that they created or managed sections that created records were, in order of interview:

- | | |
|---------------------------|---------------------------------|
| 1) Personnel | 7) Archives |
| 2) Information | 8) Deeds and Titles |
| 3) Technical Coordinator | 9) Logistics |
| 4) Outstation Coordinator | 10) Comptroller |
| 5) Marriages | 11) Deputy DG of Administration |
| 6) Public Records | 12) Internal Audit |

13) Library

14) Maintenance

To the interviewer's knowledge, the only offices not interviewed were Computer, as no records are produced that are unique to that office, and the Deeds Registry scanning project.

The completed Records Assessment Forms created during the course of the interview are located in Appendix 2.

3.3.1 Interview Observations:

The responsibilities and duties of each position within the Government of Liberia civil services are defined by the Liberia Civil Service Agency, and are made a part of each employee's Personnel Action Notice. During each interview, every staff member was able to articulate the core responsibility of the job they held. When asked what records do they create that document the work they perform, there was almost always the need for the consultant to explain that the reports, vouchers, correspondence, etc. that they and their staff generate daily rise to the level of records if they document any type of government transaction or activity, and that for as long as these records were actively needed, they were just as important as any record collected and stored in the Archives repository. This seemed quite a revelation to most, as was the concept that the day-to-day management of these records should be their responsibility.

As the interviews progressed, another factor in the lack of records management awareness surfaced. Almost no one at the management level seemed to have much more than a basic awareness of the CNDRA Act. When asked why this was the case, the answers ranged from copies aren't available/legible to "it's really not my job."

Recommendation 1:

As the records management program is developed within the CNDRA, and more staff are exposed to it and trained in its concepts, include the Record Management (RM) responsibilities in each job description and make that a part of the terms of reference in the Personnel Action Notice.

Recommendation 2 [Long-range]:

As the CNDRA develops the Archives and Public Records section and allows it to fulfill its mandate to serve as the organization responsible for Records Administration function for all of Government, and trains records officers and managers in other agencies, efforts should be undertaken with the Civil Service to include records management responsibilities in every applicable job description.

Recommendation 3:

Make legible or electronic copies of the CNDRA Act available to each current employee, and then make it part of the informational material that is given to every new hire. Whenever the Act requires revising, invite comments and recommendations from agency personnel.

4.0 DEVELOP AND IMPLEMENT A BASIC RECORDS MANAGEMENT COURSE

4.1 TRAINING LEVEL AND AGENDA

With training one of the key objectives of this records management input, during the interview process special attention was paid to the staff member's knowledge of records management concepts and principles. From these observations and discussions, as well as a discussion with the Director General, a training agenda was developed that would target senior-level staff members in one session and junior-level staff members in another.

The training agenda for both levels of staff would basically be the same. More time would be allowed for senior staff training, as more in-depth levels of discussion and questions were anticipated.

The agenda for this training included:

- Defining what is and is not a public record;
- Identify the governing authority over records management;
- Determining if a document or information rises to the level of a record;
- Purpose and benefits of a records management program;
- Developing and implementing records retention schedules; and
- Fundamentals and documentation of records disposal.

In addition to the above agenda, the senior-level training included the following components:

- How to identify records series as 'general' (found in all or most agencies of government) or 'specific' (unique to one agency). This decision would determine on which type of records retention and disposition schedule (general or specific) the series would be classified.
- Basic concepts of records emergency response and recovery. This was introduced through the aid of the 'Emergency Response and Salvage Wheel.'

4.2 VENUE AND DELIVERY

On Thursday and Friday, 19-20 January, 2012, a course in basic records management was delivered to senior-level staff, twelve (12) from the CNDRA and, per the recommendation of the LPIS Land Administration Advisor, one (1) from the Department of Lands, Surveys and Cartography (DSL/C) (attendees listed in Appendix 5).

Monday through Tuesday noon, 23-24 January 2012, training was delivered to ten (10) junior staff members from the CNDRA and one (1) from the DSL/C.

The training was conducted on the second floor of the south wing at the CNDRA. The venue was a long, open area, under sky lights, next to the room currently used for the Land Registry digital imaging project. This was the best area available, but was far from an ideal training venue. Between the lack of air-conditioning in this sector and the sun coming in from the skylight, the air temperature was typically well into the 80s. The openness of the area led to easy distractions by foot traffic to and from the scanning room. Breakfast and lunch were provided to the participants, and had to be set up and served in the back of the training area. Despite the

distractions and high temperature, attendees were quite attentive and relatively alert during the entire session.



Figure 1 - Trainees at the Records Management Course

During both levels of training, participants were engaged in the delivery and asked cogent questions. This was, as anticipated, especially true in the senior-level training. There were exchanges of questions, answers, and discussion on several of the agenda items. The delivery was as interactive as possible given the venue and inability to utilize electronic-delivery technology. A printed training guide was disseminated to participants. Along with the training guide, a set of printed appendices were utilized. These consisted of excerpts from the CNDRA Act, a records decision-making tree, an excerpt from a sample of a records retention and disposition schedule, and both a blank and completed sample of a Certificate of Records Destruction form. A copy of the guide and the appendices are found in Appendix 4.

4.3 PARTICIPANTS

The participants for this training were selected by the Director General, Director of Personnel, and the consultant. The consultant recommended that the senior-level participants include the heads of units, or their designees, responsible for offices that create and/or collect records, and are responsible for their management. All participants selected prior to the training were in attendance during all or almost all of the training. A small number of senior staff members were periodically called away on business matters. There was one section head assigned to the senior-training session at the last minute, but he attended only the morning portion of the first day. The rosters of class participants are found in Appendix 5, and a sample of the Certificate of Completion in Appendix 6.

5.0 DEVELOP AND MAINTAIN A SOUND RECORDS MANAGEMENT PROGRAM, INCLUDING THE DEVELOPMENT, IMPLEMENTATION, AND MAINTENANCE OF RECORDS RETENTION AND DISPOSITION SCHEDULES.

5.1 PROGRAM DEVELOPMENT

Participants in the training sessions should now have an understanding of basic records management principles and practices. In order to more effectively manage the records of the CNDRA, the learning from this training will need to be implemented systematically, and reviewed regularly. The identification of records series will need to continue, as will the scheduling of these series. Effective development of a sound records program will require the input of a cross section of staff members. Including non-records professionals in the development of the program will establish a model that other government agencies (that do not employ records professionals) will be able to observe and follow.

Recommendation #4:

A team of approximately six to ten members should be formed to further develop the CNDRA's internal records management program. The Records Management Team should be comprised primarily of senior staff; however junior staff should have a representation in order to facilitate succession planning and staff development. The team should have a mix of staff members whose full-time job involves records, and staff members for whom managing records is secondary.

Recommendation #5:

At least one staff member should be designated as the CNDRA's Records Officer. This position will become responsible for training (or coordinating the training for) records management principles and procedures for all CNDRA staff members who have responsibility for the management of agency records. This position will also be responsible for reviewing Certificates of Records Destruction for accuracy before records are destroyed. The Records Officer should, ideally, not be a full-time records professional. As other agencies develop records management programs, under guidance by the CNDRA, those agencies would be able to observe a model they can emulate, as they, in most instances, would not have a full-time records professional on staff.

5.2 RECORDS RETENTION SCHEDULE DEVELOPMENT

From the basic records survey conducted during the initial interviews, a draft CNDRA records retention and disposition schedule was developed during the non-office work days of the in-country effort. An excerpt of this draft was utilized to further the training of senior-staff participants on how to identify and classify general and agency-specific records series. This follow-up meeting was held in the training area on Wednesday morning, 24 January 2012. From the discussions that took place during this meeting, the determination was made that the one CNDRA schedule would be divided into two; one that would be a schedule for records specific to the CNDRA and another that would be the genesis of a general schedule for record types found in all agencies of government. The implementation of both schedule types would aid the

CNDRA in developing its records management program, while also building the framework to expand its outreach to other government agencies. A copy of the two retention and disposition schedules is attached in Appendix 1.

The two schedules are very much a starting point for the CNDRA in the establishment of their records management program. Further development of the schedules will be required to ascertain that all records series created and maintained by the agency are identified and classified. As the number of identified and classified general records series expands, it will become necessary to break out the general schedule into multiple schedules by the function of the records series. Just a few examples of functional areas of records series are: Fiscal, Personnel, Administrative, General Services, Public Safety, Education, Health, County Administration, and the Courts. Various examples of retention schedules and records series may be found at <http://www.lva.virginia.gov/agencies/records/retention.asp>

Recommendation #6:

One of the first responsibilities of the Records Management Team should be to review all of the working units within the agency to ascertain what, if any, records series remain identified, and add those to the appropriate general or specific records retention schedule.

5.3 PROGRAM OVERSIGHT: THE CNDRA ACT

As previously noted, the authority for the CNDRA is lodged in Executive Law Chapter 81, *An Act to Amend the New Executive Law to Create an Autonomous Bureau to be Known as a Center for National Documents and Records*, 1977. The Act delegates almost all of the agency's oversight to the Director General. The only duty for which the Director General is responsible that requires approval of the President, per the act, is the establishment of regulations and procedures relating to the disposal of records. The Center for National Archives and Records Council (the Council) was also established by the Act to "advise and consult with the Director General with a view to carrying out the purposes of this chapter." The only specific responsibility delegated to the Council by the Act is to "examine the lists or schedules submitted to it" by the Director General on behalf of heads of agency. It appears to this consultant that the procedure for the disposition of records currently prescribed by the Act, §§81.16 – 81.17, is as follows:

- 1) The Director General shall establish, with the approval of the President, (a) procedures for compiling and submitting to the Director General lists and schedules of records proposed for disposal; (b) procedures for disposal of records authorized for disposal; and (c) standards for the reproduction of records by photographic or microphotographic processes with a view to the disposal of the original records.
- 2) Agency heads submit lists of records in their custody that are subject to pending destruction, and may fall under one of two categories:
 - a) records that have been reformatted (photographed, microfilmed) and therefore are no longer needed in their original format
 - b) lists of any other records that no longer have administrative, legal, research, or other value
- 3) The Director General then submits these lists, and any other appropriate lists of records in the Director General's custody (with the written approval of the owning agency), to the Council, "at such times as shall deem expedient."
- 4) The Council examines the list, and then may report on any records it deems to not have sufficient administrative, legal, research, or other value to warrant their continued preservation by the Government.

- 5) The Director General would in turn notify the custodial agency of the Council's determination.
- 6) The agency [in possession of the records] would then dispose of the records as provided for in §81.16.

As the size and Government of Liberia increases capacity, and the volume of records, both paper-and electronic-based, increases respectively, the need to streamline the management of public records will likewise increase. To have lists created, and decisions made by the Council, for every record or series of records that may be eligible for destruction, especially at the time that destruction of the records becomes a question, will inevitably create either an imbalance in the decisions over destruction, a back log of records disposal, or both. Without sound policy in place, what one Council, or any other body with decision-making authority, decides is an appropriate retention period may be countermanded by the next sitting Council.

The decision on how long any record should be retained, and by what method it should be destroyed if it is not permanent, are decisions that should be made and documented long before the record reaches the end of its active life. By documenting the identity of a records series, the function or work supported by that record, what records may combine to make up one series (e.g., all the different types of record series that make up the one Employee Information File, when will the active life of a record end, what length of time following the active period should the record be retained, and then what method of destruction is appropriate, based on the content of the records.

Recommendation #7:

Amend Chapter 81 of the Executive Law to remove the decision-making oversight on the destruction of records from the Council and place it within what will become the national set of General and Specific Records Retention and Disposition Schedules. The responsibility of accurate and effective records destruction should eventually and ultimately be that of the records owner (each individual agency) under the authority of approved records retention and disposition schedules, and the education and training received from the Records Management Team of the CNDRA. The Council would be more effective as a planning and policy board, perhaps giving approval to schedule revisions as promulgated by the CNDRA and the Director General.

6.0 FACILITY OBSERVATIONS

Observations have been made in previous studies and reports on the CNDRA concerning the status of the headquarters' facility and the storage conditions of the records collections within the facility, as have the recommendations for addressing those issues. See the LPIS reports "Institutional Strengthening Report for the Deeds Registry of the Center for National Documents and Records/Archives (CNDRA)", Andrew Smith, August 2011, and "Baseline Assessment for Department of Lands, Survey and Cartography (DLSC) of the Ministry of Lands, Mines, & Energy (MLME) and the Deed Registry of the Center for National Documents and Records/Archives (CNDRA)," Frank Pichel, January 2011. None of those need repeating here, other than to reinforce the imperative need for the National Investment Commission to relocate their offices, the CNDRA to assume and adapt that space for the purposes originally intended, so as to convert the current administrative office area to the archival records repository as was also the original intention for that space. However, two issues stood out to this former records preservation officer that should receive swift attention.

6.1 DEEDS REGISTRY AREA

Following the survey interviews and the records management training, additional time was spent with the Registrar of Deeds and Titles in the Deeds Registry area. The records storage conditions appear to be virtually the same as noted in the baseline assessment and the institutional strengthening report. In the Search Room are stored the Registry Ledgers, most of which date back to 1984, with a few older from Grand Bassa County. Photocopies of recorded instruments date back to the 90s, including those that were transferred from the Buchanan St. facility, in which documents and records were housed during the conflict. The photocopies duplicate the information transcribed by hand into the Registry Ledgers, plus they contain any rendering or drawing of the property subject to the recording. Both the photocopies and the Registry Ledgers are housed in the search room. Should there be any water or other type of damage to that area, both sets of records will be affected, and until such time as the digital imaging of the Registries is complete, there is no other back-up or recovery copy of this record series available.

Recommendation #8:

To house the only two sets of the same record together is an invitation to unrecoverable disaster. The need to separate the photocopies of the land records from the Registry Ledgers can not be emphasized enough, even if it is just to another part of the CNDRA facility. If moving them to a secured, off-site location is possible, at least until the digitization and indexing efforts are completed, then all the better. This action just needs to happen as soon as absolutely possible.

Recommendation #9:

In the search room there are 15 – 20 linear feet along the walls available for significantly upgraded storage units. As fire-resistant filing cabinets are purchased for dissemination to the Outstations, so too should they be for the Deeds Registry at the Headquarters. Especially given the close proximity of these records to open windows and the currently-unsecured public entrance at the customer service area, to house the registers in locked, fire-retardant (3 hour-rated units) would provide significantly increased protection from water and fire damage, the ill effects of air-borne contaminants from the open windows, the degradation incurred when retrieving and replacing volumes stored in piles, and the threat of damage from an all-too-close public citizenry.

6.2 RESTROOMS

The lack of adequate restroom facilities, especially for men, in the CNDRA poses difficulties on several levels, the least of which is just a clean place to answer nature's call. But, without the appropriate facilities to wash hands there is not only the significantly increased risk of spreading infectious germs, but the ability to clean one's hands prior to handling archival records, as well as to do the same periodically through out a day of records processing, will certainly lead to further degradation of the documentary heritage housed within the repository.

Recommendation #10:

As appropriately equipped restroom facilities, and the use thereof, will significantly reduce both the spread of germs and the degradation of the archival records, upgrades to the current status of the lavatories, to include sinks with soap and running water, is highly encouraged.

APPENDIX I: DRAFT OF A CNDRA-SPECIFIC AND A GENERAL RECORDS RETENTION AND DISPOSITION SCHEDULE

The schedule on the attached page(s) is approved with agreement to follow the records retention and disposition conditions listed below:

APPROVED: _____, **Director General**

EFFECTIVE SCHEDULE DATE:

SUPERSEDES SCHEDULE DATED:

PAGE 15 OF 70 PAGES

POLICIES FOR RECORDS RETENTION AND DISPOSITION

1. This schedule is continuing authority under the provisions of the [ACT] for the retention and disposition of the records as stated on the attached page(s).
2. This schedule supersedes previously approved applicable schedules.
3. This schedule is used in conjunction with the Certificate of Records Destruction (CRD) Form. A signed CRD Form must be approved by the designated records officer and on file in the agency or locality before records can be destroyed. After the records are destroyed, the original signed CRD Form must be sent to the Center for National Document and Records / Archives (CNDRA).
5. All known audits and audit discrepancies regarding the listed records must be settled before the records can be destroyed.
6. All known investigations or court cases involving the listed records must be resolved before the records can be destroyed. Knowledge of subpoenas, investigations, or litigation that reasonably may involve the listed records suspends any disposal or reformatting processes until all issues are resolved.
7. The retentions and dispositions listed on the attached page(s) apply regardless of physical format, i.e., paper, microfilm, electronic storage, optical imaging, etc. Unless prohibited by law, records may be reformatted. All records must be accessible throughout their retention period in analog or digital format. Whether the required preservation is through prolongation of appropriate hardware and/or software, reformatting, or migration, it is the obligation of the Ministry or Agency to do so.
8. Custodians of records must ensure that information in confidential or privacy-protected records is protected from unauthorized disclosure through the ultimate destruction of the information. Ultimate destruction is accomplished through shredding, pulping, burning, and overwriting or physically destroying media. Deletion of confidential or privacy-protected information in computer files or other electronic storage media is not acceptable. Records containing Social Security numbers must be destroyed in compliance with [Cite Law].
9. Under Chapter 81 of Executive Law, CNDRA is the official custodian and trustee of all government records transferred to CNDRA. CNDRA may purge select records in accordance with professional archival practices in order to ensure efficient access.
10. Unless otherwise directed, files are closed out at the end of each calendar or fiscal year as appropriate. Retention periods start at that time.

EFFECTIVE SCHEDULE DATE:	SUPERSEDES SCHEDULE DATED:	PAGE 16 OF 70 PAGES
RECORDS SERIES AND DESCRIPTION	SERIES NUMBER	SCHEDULED RETENTION AND DISPOSITION

This schedule is divided into the following sections:

- A. Archives
- B. Deeds and Titles
- C. Library
- D. Marriage Records
- E. Outstation Coordinator
- F. Public Records

A. Archives

Schedule of Current Collections

This series documents the identification archival records that were transferred from the previous Buchanan Street facility. This series consists of records inventory tracking sheets.

xxxxxx

Retain permanently.

B. Deeds and Titles

Registry Index

This series documents the summary of the information pulled from the instruments. This series may consist of, but is not limited to index cards.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

Registry Ledgers

This series documents the registering of Deeds and all other legal instruments. This series may consist of, but is not limited to ledger books.

xxxxxx

Retain permanently.

The schedule on the attached page(s) is approved with agreement to follow the records retention and disposition conditions listed below:

APPROVED: _____, Director General

EFFECTIVE SCHEDULE DATE:

SUPERSEDES SCHEDULE DATED:

PAGE 19 OF 70 PAGES

POLICIES FOR RECORDS RETENTION AND DISPOSITION

1. This schedule is continuing authority under the provisions of the [ACT] for the retention and disposition of the records as stated on the attached page(s).
2. This schedule supersedes previously approved applicable schedules.
3. This schedule is used in conjunction with the Certificate of Records Destruction (CRD) Form. A signed CRD Form must be approved by the designated records officer and on file in the agency or locality before records can be destroyed. After the records are destroyed, the original signed CRD Form must be sent to the Center for National Document and Records / Archives (CNDRA).
5. All known audits and audit discrepancies regarding the listed records must be settled before the records can be destroyed.
6. All known investigations or court cases involving the listed records must be resolved before the records can be destroyed. Knowledge of subpoenas, investigations, or litigation that reasonably may involve the listed records suspends any disposal or reformatting processes until all issues are resolved.
7. The retentions and dispositions listed on the attached page(s) apply regardless of physical format, i.e., paper, microfilm, electronic storage, optical imaging, etc. Unless prohibited by law, records may be reformatted. All records must be accessible throughout their retention period in analog or digital format. Whether the required preservation is through prolongation of appropriate hardware and/or software, reformatting, or migration, it is the obligation of the Ministry or Agency to do so.
8. Custodians of records must ensure that information in confidential or privacy-protected records is protected from unauthorized disclosure through the ultimate destruction of the information. Ultimate destruction is accomplished through shredding, pulping, burning, and overwriting or physically destroying media. Deletion of confidential or privacy-protected information in computer files or other electronic storage media is not acceptable. Records containing Social Security numbers must be destroyed in compliance with [Cite Law].
9. Under Chapter 81 of Executive Law, CNDRA is the official custodian and trustee of all government records transferred to CNDRA. CNDRA may purge select records in accordance with professional archival practices in order to ensure efficient access.
10. Unless otherwise directed, files are closed out at the end of each calendar or fiscal year as appropriate. Retention periods start at that time.

EFFECTIVE SCHEDULE DATE:	SUPERSEDES SCHEDULE DATED:	PAGE 20 OF 70 PAGES
RECORDS SERIES AND DESCRIPTION	SERIES NUMBER	SCHEDULED RETENTION AND DISPOSITION

This schedule is divided into the following sections:

- | | |
|-----------------------|----------------|
| A. Administrative | E. Logistics |
| B. Finance | F. Maintenance |
| C. Information Office | G. Personnel |
| D. Internal Auditor | |

A. Administrative

<u>Training Guidelines and Procedure Manuals</u> This series documents the internal guidelines, policies, or instructions for the operation of an office or completion of a function.	xxxxxx	Retain for XXXXX after the end of the fiscal year, and then destroy.
--	--------	--

B. Finance

<u>Allotment Records</u> This series documents the request and approval for each month's allotment of the annual appropriation. This series may consist of, but is not limited to cover letters, requesting spreadsheet, and Ministry of Finance approval.	xxxxxx	Retain for XXXXX after the end of the fiscal year, and then destroy.
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EFFECTIVE SCHEDULE DATE: _____ SUPERSEDES SCHEDULE DATED: _____ PAGE 23 OF 70 PAGES

RECORDS SERIES AND DESCRIPTION _____ SERIES NUMBER _____ SCHEDULED RETENTION AND DISPOSITION _____

Payment Vouchers

This series documents the requests to the Ministry of Finance for payment of invoices. This series may consist of, but is not limited to vouchers and supporting documentation.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

D. Information Office

Freedom of Information Act Records

This series documents requests by citizens and the media under the Freedom of Information Act, and the response to those requests. This series may consist of, but is not limited to the request form and the documentation of the response.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

Newspaper Distribution Records

This series documents the subscription, delivery to the agency, and distribution to and receipt of multiple daily newspapers to various agency offices. This series may consist of, but is not limited to Distribution Ledger and vendor payment receipt.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

EFFECTIVE SCHEDULE DATE:	SUPERSEDES SCHEDULE DATED:	PAGE 25 OF 70 PAGES
RECORDS SERIES AND DESCRIPTION	SERIES NUMBER	SCHEDULED RETENTION AND DISPOSITION

G. Logistics

Quote and Quote-Request Files

This series documents the procurement of goods and services through a competitive process. This series may consist of, but is not limited to request for quote(s), quote(s), certificate of business registration, certificate of tax clearance, delivery notes, invoices, and other supporting documentation.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

Fixed Assets: Location

This series documents the location of every fixed asset throughout the agency. This series may consist of, but is not limited to, ledger books.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

H. Maintenance

Building Work Plans

This series documents the design and specifications of new facilities, as well as renovations of existing buildings. This series may consist of, but is not limited to the original sketch, bill of quantities, and working drawings.

xxxxxx

Retain until after equipment, facility, or property sold or no longer in use, and then destroy.

EFFECTIVE SCHEDULE DATE: _____ SUPERSEDES SCHEDULE DATED: _____ PAGE 26 OF 70 PAGES

RECORDS SERIES AND DESCRIPTION _____ SERIES NUMBER _____ SCHEDULED RETENTION AND DISPOSITION _____

Repair/Service Records (to be created)

This series documents the requests for building repair or service work. This series may consist of, but is not limited to, request records, work orders, materials requests, actions taken, completion form, and other related documentation.

xxxxxx

Retain for 3 years after the last action, and then destroy.

J. Outstation Coordinator

Office Logistics Records

This series documents the need for furniture, office supplies, and other necessities for each Outstation, and the fulfillment of those requests. This series may consist of, but is not limited to, requests for logistics and record of supply receipt

xxxxxx

Retain for 6 years after the end of the fiscal year, and then destroy.

Records Transfer Report

This series documents the transfer of records from the outstations to CNDRA. This series may consist of, but is not limited to reporting documentation.

xxxxxx

Retain for 6 years after the end of the fiscal year, and then destroy.

K. Personnel

**RECORDS RETENTION AND DISPOSITION SCHEDULE
GENERAL SCHEDULE NO. 101[DRAFT]**

EFFECTIVE SCHEDULE DATE:	SUPERSEDES SCHEDULE DATED:	PAGE 28 OF 70 PAGES
RECORDS SERIES AND DESCRIPTION	SERIES NUMBER	SCHEDULED RETENTION AND DISPOSITION

Job Classifications/Descriptions

This series documents the requirements for performing a job and/or agency approval of descriptions. This series may consist of, but is not limited to, task analysis, performance measures, and required knowledge, skills, and abilities.

xxxxxx

Retain for XXXXX after the end of the fiscal year, and then destroy.

APPENDIX 2: COMPLETED RECORDS ASSESSMENT FORMS

- 1) Archives
- 2) Comptroller
- 3) Deeds and Titles
- 4) Deputy DG of Administration
- 5) Information
- 6) Internal Audit
- 7) Library
- 8) Logistics
- 9) Maintenance
- 10) Marriages
- 11) Outstation Coordinator
- 12) Personnel
- 13) Public Records
- 14) Technical Coordinator

ARCHIVES

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Technical		Section Archives	
Contact Person John Yougie	Title Director of Archives	E-mail Address john_yougei@yahoo.com	

Responsibilities of Office: This office is charged with collecting records from national ministries and agencies. With the exception of records from the Executive Mansion and the Legislature, all other collection work is on hold due to lack of space. Their job now is to identify the records that transferred from the Buchanan St. facility.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Schedule of Current Collections	Identification of archival records that were transferred from the previous Buchanan Street facility	Schedule sheets

Record Medium:	All records at this time are paper-based
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Place of Storage:	The records are stored in the Archives Room 1.
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Notes:	
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Survey Conducted by Glenn Smith, Records Consultant
USAID/MCC Land Policy and Institutional Support Project

Survey Conducted:
13 January 2012 2:30 pm

COMPTROLLER**RECORDS ASSESSMENT INTERVIEW**Center for National Documents
and Records / Archives

Department Administration	Section Comptroller	
Contact Person James Paye	Title Comptroller	E-mail Address jamespaye2008@yahoo.com

Responsibilities of Office: This office is charged with properly managing the fiscal affairs of the agency.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.
Public Finance Management Act
Public Finance Management Regulations.
Classification and Chart of Accounts (Cost codes)

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Payment Vouchers	the request of payment by the Ministry of Finance to the vendor/supplier, including the payment purpose and payee	
Allotment Request, Monthly	the request for each month's allotment of the annual appropriation	cover letter and spreadsheet.
Allotment	the approval of the monthly allotment requested	the signed spreadsheet from the Ministry of Finance
Payment Voucher Register	the receipt of the payment voucher by the Ministry of Finance	registry ledger
Budget Execution Ledger	monthly adjustments to the budget and compares expenditures to appropriations	a ledger book
Operational Fund	the internal expenditure of funds per CNDRA procedures	monthly tracking files
Fixed Asset Ledger	the value of tangible fixed assets throughout the agency	a ledger book

Budget line-item Files	the vouchers for every line-item payment	binders arranged by vendor
Bank Statements	bank transactions, including deposits, withdrawals, and any other fees and credits to account	statements
Fiscal Operational Procedures	the agency's policy for managing internal financial procedures	procedural documentation
Financial Statements	the solvency of the agency	statements

Record Medium:	All records at this time are paper-based
-----------------------	--

Place of Storage:	The records for the current year are stored in the comptroller's office. Prior year records will also remain under the control of the Comptroller until such time as they may be stored safely elsewhere.
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Notes:	Per the Comptroller, retention is set by Ministry of Finance at 6 years for all fiscal records. This is a minimum and flexibility beyond that is allowed on the part of the Comptroller.
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 17 January 2012 2:00 pm (interrupted and continued at 2:30 pm)
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DEEDS AND TITLES

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Technical		Section Deeds and Titles	
Contact Person Emmanuel Quaye	Title Registrar of Deeds and Titles	E-mail Address pelee1974@yahoo.com	

Responsibilities of Office: This office is charged with registering all legal instruments that have been probated by the court system. The office also issues certified copies of missing documents. These records consist of, but are not limited to, deeds, letters of administration, lease agreements, contracts, Constitution/By-laws of businesses and organizations, Assignment of Rights, Memorandums of Understanding, Certificates of Divorce, and Courts Decree of [child] legitimization, adoption, and custody. There are 12 staff members in this office.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.
Policy and Directives from the Office of the Director General

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Registry Reports	the number and types of all instruments recorded monthly and annually	Report Forms
Registry Ledgers	the registering of Deeds and all other legal instruments	Ledger Books
Registry Index	the summary of the information pulled from the instruments	Index Cards

Record Medium:	All records at this time are paper-based, except for the e-info to generate the monthly reports
Place of Storage:	All recorded documents are currently stored in the Search Room. Administrative records are kept in the Registrar's area.

<p>Notes:</p>	<p>As of Jan. 2012 there are separate hand-written ledgers for registering deeds and all other instruments. Prior to 2012, all instruments were registered in one ledger. This is a copy of the photocopy of the original. The original is returned, and the photocopy along with the Finance receipt is placed in a binder and filed in the Search Room, which is where the ledgers are stored as well.</p> <p>A report of all instruments recorded the previous month is created / stored on and generated from a desktop PC in the Deeds and Titles office. The information contained on the report for each Grantee, Grantor, amount paid, location of land, number of lots, Registration Fees, and receipt number. From this, the annual report is also created.</p> <p>Last year, indexing started only in the form of index cards that contain a summary of the information pulled from the instrument. These will be used to start creating an index of all instruments recorded, hopefully this year.</p> <p>**All of the record series recorded at CNDRA should be added to the agency's specific retention and disposition schedule.</p> <p>Follow-up visit on Tuesday, January 24, 2012 3:20 PM</p> <p>Reviewed the storage conditions of the search room. In there are:</p> <p>Registry Ledgers – back to 1984 with a few from Grand Bassa County older than that.</p> <p>Photocopies of recorded instruments back to the 90s, including those in the repository transferred from Buchanan St.</p> <p>Land transfers that were pending the 1989-President's signature.</p> <p>In the search room there is 15 – 20 linear feet available for storage units.</p> <p>Need fire-retardant files drawers and cabinets</p> <p>**Recommend to separate the photocopies and the Registry Letters at least to different parts of the CNDRA facility ASAP</p>
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Survey Conducted by Glenn Smith, Records Consultant
USAID/MCC Land Policy and Institutional Support Project

Survey Conducted:
17 January 2012 9:45 am

DEPUTY DG OF ADMINISTRATION**RECORDS ASSESSMENT INTERVIEW**Center for National Documents
and Records / Archives

Department Administration	Section	
Contact Person Narrison Toulee	Title Dep. Director General	E-mail Address

Responsibilities of Office: This office is charged with supervising all sections within the Administration Department. "It is the bridge between the departments and the Director General."

Guidance Documentation: Terms of Reference from CNDRA-developed job description. The 1977 Act that created the CNDRA, Chapter 81 of the Executive Law, is referenced in assisting the Director General.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:

Record Medium:	Mostly paper-based, with some correspondence by e-mail
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Place of Storage:	In the Deputy's office
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Notes:	<p>The only records created directly by this office are activity reports and correspondence. Reports (activity, meeting, etc.) from all subordinate departments are channeled to the DG through this office, and this office maintains copies.</p> <p>Mr. Toulee indicated that, by law, Archives is to make the decision on what should be retained permanently, and what should be destroyed at what time.</p>
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 17 January 2012 2:05 pm
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INFORMATION

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Administration		Section Information Office	
Contact Person George Williams	Title Information Officer		E-mail Address georgenet1@yahoo.com

Responsibilities of Office:
Inform the public and media of CNDRA activities
Comply with the Freedom of Information Act, created in 2010.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Freedom of Information Act Records	requests by citizens and the media under the Freedom of Information Act, and the response to those requests	Request form and the documentation of the response
Newspaper Distribution Records	the subscription, delivery to CNDRA, distribution to, and receipt of multiple daily newspapers to various offices within CNDRA	Newspaper Distribution Ledger and receipt of payment to the vendor.
Newspaper Article Ledger	the occurrence of articles on, about, or involving CNDRA	Ledger books

Record Medium: Records are paper-based, except for the Newspaper Article Ledger, which is in electronic form.

Place of Storage: Records for this office will be stored on-site, but not necessarily in this office.

Notes: Newspaper Distribution Records are not necessarily specific to CNDRA

Survey Conducted by Glenn Smith, Records Consultant
USAID/MCC Land Policy and Institutional Support Project

Survey Conducted:
13 January 2012 12:00 pm

INTERNAL AUDIT

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Internal Audit (Reports to the Director General)		Section
Contact Person Michael Gibson	Title Internal Auditor	E-mail Address michgibson84@yahoo.com

Responsibilities of Office: This office is charged with maintaining internal controls and accountability.
 A – Financial Accountability
 B – System Review Audit
 C – Specialized Audit (Commissioned by DG, Minister of Finance, or Internal Auditor himself, that can cover anything other than A & B)
 There are 2 other staff members in this office.

Guidance Documentation:
 Terms of Reference from CNDRA-developed job description.
 Two policy documents from Ministry of Finance:
 Public Finance Management Act
 Public Finance Management Regulations
 Directives from the Director General

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Internal Voucher Tracking and Control Ledger	the tracking of every agency monetary transaction	Ledger Books
Audit Reports	the findings of conducted audits	Letter of Commission, Letter of Transmittal, report, recommendations, responses from the audited party, and memoranda

Record Medium:	All records at this time are paper-based
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Place of Storage:	The records are stored in the Internal Auditor's office
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Notes:	This office was created in 2008. The Internal Voucher Tracking and Control Ledger is the last stop before payment leaves the office. It records the summary of information found on the payment voucher.
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 18 January 2012 9:45 am
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LIBRARY**RECORDS ASSESSMENT INTERVIEW**Center for National Documents
and Records / Archives

Department Library (reports to Director General)		Section
Contact Person Forkpa Kemah	Title Director of Library	E-mail Address fhkemah56@gmail.com

Responsibilities of Office: The Director serves as a consultant to CNDRA through the Civil Service Agency's Senior Executive Service. He participates in institutional development, policy making, and training.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Training Guidelines and Procedure Manuals	the internal guidelines, policies, or instructions for the operation of an office or completion of a function	
Newspaper Indexes	the control of and access to the archived newspapers	index cards or ledgers
User Statistics	the use of the Library by citizens	daily sign or sign up sheets and reports

Record Medium:	All records at this time are paper-based.
-----------------------	---

Place of Storage:	The records are stored in the director's office, with an electronic copy as a back up.
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Notes:	The Library is in the process of being developed, is very small, and currently non-circulating. There is the hope for providing Internet services. There are 5 other staff members in the Library.
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 18 January 2012 10:45 am
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LOGISTICS OFFICER

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Technical		Section Logistics	
Contact Person Ayessetu Keita	Title Logistics Officer		E-mail Address antoINETTEKEITA@yahoo.com

Responsibilities of Office: Purchasing all of the supplies for CNDRA. Also responsible for distributing supplies and assets, tracking fixed assets, and vendor negotiations. There are 3 staff members in this office.

Guidance Documentation: Terms of Reference from CNDRA-developed job description. Public Procurement and Concession Commission policy.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Purchase Orders (also known as Bid and Bid Proposal Files)	procurement of goods and services through a competitive process	Request for quote(s), quote(s), certificate of business registration, certificate of tax clearance, delivery notes, invoices, and other supporting documentation. [Currently filed by vendor]
Fixed Assets	The location of every asset throughout the agency.	Ledgers

Record Medium: All records at this time are paper-based, except for the asset distribution records, which are also stored on a PC that goes back less than two years.

Place of Storage: The records are stored in the Logistics office.

Notes:

Survey Conducted by Glenn Smith, Records Consultant
USAID/MCC Land Policy and Institutional Support Project

Date Survey Conducted:
17 January 2012 11:45 am

MAINTENANCE

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Administration		Section Maintenance	
Contact Person Daniel B. Kollie	Title Technical Supervisor	E-mail Address danbomko2007@yahoo.com	

Responsibilities of Office: This office is charged with the design and maintenance of all CNDRA facilities, including the Outstations.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Building Work Plans	the design and specifications of new facilities, as well as renovations of existing buildings	original sketch, bill of quantities, and working drawings
General Maintenance Records (to be created)	the day-to-day activities of maintaining all facilities	repair request/completion form and materials requests

Record Medium:	All records at this time are paper-based
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Place of Storage:	The records are currently stored in the Supervisor's office
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Notes:	There are 3 staff members in this office.
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted 18 January 2012 2:00 pm
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MARRIAGE OFFICE**RECORDS ASSESSMENT INTERVIEW**Center for National Documents
and Records / Archives

Department Technical		Section Marriage Office	
Contact Person Madlyn C. R. Wah	Title Registrar of Marriages	E-mail Address mcrwah@yahoo.com	

Responsibilities of Office:

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Marriage Certificates and Licenses: Civil	couples who make application for a license to marry	Application, Certificate, copy of Medical Certificate
Bachelor/Spinster Certificate	that the applicant has never been married, and is available for marriage	the application only

Record Medium:	All records at this time are paper-based
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Place of Storage:	archives repository
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Notes:	Bachelor/Spinster Certificate was created in the 1940s. It documents that the applicant is indeed single and available for marriage. This is presented to the intended to verify that they have never been married. Consists of the application only. May be used to research a dispute between two families of children as to who was the first mother or father. Has researched this series back only as far as the 1980s. Discussed a 40-year retention.
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 13 January 2012 10:00 am
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OUTSTATION COORDINATOR

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Technical		Section Outstation Coordinator	
Contact Person Anthony Robinson	Title Outstation Coordinator	E-mail Address robinsonanthony1954@yahoo.com	

Responsibilities of Office: Train the Outstation registrars how to do their job, which is to create, maintain, and preserve the land and marriage records, lease agreements, Power of Attorney, Business Constitution and By-laws, Registration of Wills, and all other legal documents recorded in those offices.

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Records Transfer Report	the records transferred from the Outstations to CNDRA	Transfer Receipts and other supporting documentation
Office Logistics Records	the need for furniture, office supplies, and other necessities for each Outstation, and the fulfillment of those requests	requests for logistics and record of supply receipt

Record Medium:	All records at this time are paper-based.
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Place of Storage:	The records are stored in the Coordinator's office. Copies are distributed throughout CNDRA
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Notes:	Records Transfer Reports are compiled by the Outstation Registrars, and maintained by the Coordinator's office Coordinator believes both series should have a retention of five-years after audit.
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 13 January 2012 11:00 am
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PERSONNEL

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Administration		Section Personnel Office	
Contact Person Sam Fahnbulleh	Title Director	E-mail Address samfahnbulleh@yahoo.com	

Responsibilities of Office: This office is charged with overseeing all aspects of human resource administration for the agency.

Guidance Documentation: Terms of Reference from CNDRA-developed job description. This office follows, almost exclusively, the policy from the "Standing Orders from the Civil Service." This is the "Employee Guide" and applies to every government employee.

Records Created or Collected by this Office		
Title of Record:	This Record Documents:	This Record Consists of:
Employee Information File	the history of every individual's employment history	Letter of Application Personnel Action Notice Documents the justification for hiring, current job title, salary, approval for hiring of the employee. Attached to it are the results of the civil service test taken by the applicant, academic credentials, and personal information Training records Evaluations Disciplinary matters Dismissal letter
Personnel Listing	all current employees, salary for each position, and vacant positions	lists and reports
Attendance Records	attendance at classes, meetings, and seminars for training or continuing education purposes	
Job Classifications/Descriptions	the requirements for performing a job and/or agency approval of descriptions	task analysis, performance measures, and required knowledge, skills, and abilities

Record Medium:	Currently all paper
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Place of Storage:	Personnel Director's Office
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Notes:	
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Survey Conducted by Glenn Smith, Records Consultant USAID/MCC Land Policy and Institutional Support Project	Survey Conducted: 12 January 2012 11:00 am
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PUBLIC RECORDS

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Technical Services		Section Public Records	
Contact Person John Sackie	Title Inspector for Public Records	E-mail Address N/A	

Responsibilities of Office: Conducts surveys in all government agencies to locate and identify records for future transfer to CNDRA's archives and to-be-built records center

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Records Inspection Report	the inventories completed by CNDRA staff members to locate and identify records owned and/or stored by Ministries or agencies	inspection reports and other supporting documentation

Record Medium:	All records at this time are paper-based.
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Place of Storage:	The Director General's office
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Notes:	
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Survey Conducted by Glenn Smith, Records Consultant
USAID/MCC Land Policy and Institutional Support Project

Survey Conducted
13 January 2012 2:30 pm

TECHNICAL SERVICES COORDINATOR

RECORDS ASSESSMENT INTERVIEW

Center for National Documents
and Records / Archives

Department Technical Services (Reports to Director General)		Section
Contact Person Amos Quie Garpou II	Title Director	E-mail Address amosqgarpou@yahoo.com

Responsibilities of Office: Coordinates the work flow and documentation of six sub-departments

Guidance Documentation: Terms of Reference from CNDRA-developed job description.

Records Created or Collected by this Office

Title of Record:	This Record Documents:	This Record Consists of:
Marriage Register	the index of the Marriage application information before the certificates are returned	the register

Record Medium:

Place of Storage:

Notes:

Survey Conducted by Glenn Smith, Records Consultant
USAID/MCC Land Policy and Institutional Support Project

Survey Conducted:
12 January 2012 2:30 pm

APPENDIX 3: THE CNDRA ACT

AN ACT

TO AMEND THE NEW EXECUTIVE LAW
TO CREATE AN AUTONOMOUS BUREAU
TO BE KNOWN AS A CENTER FOR
NATIONAL DOCUMENTS AND RECORDS
AND TO REPEAL OTHER LAWS IN
RELATION THERETO

Approved: November 14, 1977

PUBLISHED BY AUTHORITY
BUREAU OF PRINTING
MINISTRY OF FOREIGN AFFAIRS
MONROVIA, LIBERIA
FEBRUARY 19, 1979

AN ACT TO AMEND THE NEW EXECUTIVE LAW TO CREATE AN AUTONOMOUS BUREAU TO BE KNOWN AS A CENTER FOR NATIONAL DOCUMENTS AND RECORDS, AND TO REPEAL OTHER LAWS IN RELATION THERETO

It is enacted by the Senate and House of Representatives of the Republic of Liberia, in Legislature Assembled:

Section 1 Sections 20.50 thru 20.59, Sub-chapter "B" of Chapter 20 and Sections 81.1 thru 81. 10 constituting Chapter 81 of the Executive Law are hereby repealed.

Section 2 The Executive Law is hereby amended by adding thereto 19 new sections to be Section 81.1 thru 81.19 respectively, constituting a new chapter to be Chapter 81, to read as follows:

CHAPTER 81 CENTER FOR NATIONAL DOCUMENTS AND RECORDS

Subchapter A. Creation of Center

§81.1 Definitions:

1. Archives: The term "Archives" as used in this Subchapter means those official records that have been determined by the Director General of the Bureau of National Documents and Records to have Sufficient historical or other value to warrant their indefinite preservation by the Government for purposes of research, historical investigation, or patriotic inspiration, or because of other national significance.

2. Records: The term "records" as used in this subchapter means books, papers, maps, photographs, or other documentary materials regardless of physical form or characteristics, made or received by any Government agency in pursuance of law or in connection with the transaction of public business and preserved by that agency or its legitimate successor as evidence of the organization, functions, policies, decision, procedures, operations, or other activities of the Government or because of the informational value of data therein contained and shall include library and museum material, made or acquired and preserved for references or exhibition, purposes. Extra copies of documents preserved only for convenience or reference, and stocks of publications and of processed documents are not included within the definition of "records" as used herein.

3. Director General: The term "Director General" as used in the subchapter refers to the Director General of the Center for National Documents and Records

4. Government Agency: The Term "Government Agency" includes every Ministry, bureau, board, commission, institution, authority, organization, corporation wholly owned by the Government, officer, employee, or other instrumentality of all branches of the Government.

§81.2 Center Created:

There is hereby created, under the Executive Branch of Government, an autonomous bureau to be known as the Center for National Documents and Records which shall be headed by a Director General who shall be appointed by the President with the advice and consent of the Senate. The President shall also appoint, with the advice and consent of the Senate, a deputy Director General and other officials necessary for the effective operation of the Center.

§81.3 Duties of the Director General:

The Director General shall be responsible for performing the following duties:

- a) Make provisions for the economical and efficient management of Government records by develop standards, procedures, and techniques designed to improve the management of records and to insure the maintenance and security of records deemed appropriate for preservation;
- b) Establish standards for selective retention of records of continuing value, and assist Government agencies in applying such standards to record in their custody;
- c) Inspect or survey personally or by deputy the records of any Government agency, and keep informed with regard to records management and disposal practices in such agencies; provided that records, the use of which is restricted by or pursuant to law or for reasons of national security or the public interest, shall be inspected or surveyed in accordance with regulations promulgated by the Director General;
- d) Establish, maintain, and operate records centers for the storage, processing, and servicing of records for Government agencies pending their deposit with the Center for National Documents and Records, or their disposition in any other manner authorized by law;
- e) Establish, maintain, and operate centralized microfilming services for Government agencies;
- f) Oversee the disposition of records of Government agencies in accordance with regulations to be issued by the Director General with the approval of the President;
- g) Establish Library in every county and territory within the Republic.

§81.4 Registrars of Deeds and Registrars of Marriages:

The Director General shall have the immediate responsibility for overseeing the Registrars of Deeds and Registrars of Marriages in the performance of their duties.

§81.5 Creation of Central National Archives and local Archives:

There shall be created in the City of Monrovia a repository for archives of the Central Government of the Republic of Liberia which shall be known as the Central National Archives. Repositories, to be known as Local Archives, shall be established in each of the several counties, territories, and chartered districts for deposits of archives originating in such local sub-divisions of government.

§81.6 National Archives and Records Council:

There is hereby created a National Archives and Records Council which shall advise and consult with the Director General with a view to carrying out the purposes of this chapter. The Council shall be composed of 13 members, including the Director General, who shall be appointed by the President. The Director General shall act as Chairman. Members of the Council shall not receive salaries, but shall receive allowance for each council meeting they attend. The Council shall meet twice annually and special meeting may be convened by the Chairman, if necessary. Seven members shall constitute a quorum.

§81.7 Annual Report of Director General:

The Director General shall make an annual report to the President and the Legislature, which report shall include a comprehensive statement of all activities and suggestions and recommendations for the more effective fulfillment of the purposes of the Center.

§81.8 In-service Archives and Records Management Training Class:

Upon the recommendation of the Director General and approval of the President, there shall be instituted an archives and records management training class as an in-service training for employees of the Government whose duties requires a knowledge of records management.

§81.9 Preservation of Motion Picture Films, Still pictures, and Sound Recordings:

The Director General may accept, store, and preserve Motion pictures films, still pictures, and sound recordings pertaining to and illustrative of historical activities of the Republic of Liberia. In connection therewith, he shall maintain a projection room for the showing of such films and the reproduction of the sound recordings for use on commemorative occasions and for study.

§81.10 Registrars of Deed

The President, with the advice and consent of the Senate, shall appoint for each county and territory a Registrar of Deeds who shall serve under the immediate direction and supervision of the Director General. A Registrar of Deeds shall perform the following duties:

- a) Record in the manner prescribed by the Property Law Chattel Mortgages and all instruments, including government grants and patents relating to the title of real property situated in the country or territory for which he is appointed;
- b) Record in accordance with law all other instruments under seal such as assignments for the benefit of creditors, bills of sale, partnership deeds, articles of incorporation, and other documents which the parties concerned may desire to have recorded or which are required by statute to be registered in the office of the Registrar;
- c) Countersign and endorse in accordance with the Public Lands sold or which are allotted to immigrants;
- d) Receive from the clerks of the Circuit and probate Courts papers of record relating realty and register and file them in alphabetical order, so that they may at all times be in safe keeping in his office and accessible to person desiring to examine them;
- e) On application of interested person, furnish certified copies of instruments or public documents held in his custody;
- f) Furnish the Director General with regular quarterly reports accompanied by charts showing all transfer of title of real estate in the county or territory.

§81.11 Registrars of Marriages; Appointment:

The President, by and with the advice and consent of the Senate, shall appoint a Registrar of Marriages for each county, territory, and chartered district.

Duties: A Registrar of Marriages shall perform the following duties, subject to the immediate direction and supervision of the Director General:

- a) Furnish application forms for marriage licenses to person requesting them;

- b) Publish notice of each marriage license application;
- c) Issue marriage licenses;
- d) Record all applications to marry, all marriage licenses, all certificates of marriage, and all acknowledgements of foreign marriage in a book especially provided for that purpose;
- e) Deposit into the Bureau of Revenues, Ministry of Finance all fees received by him in the course of his duties;
- f) On application of interested persons furnish certified copies of instruments on public documents held in his custody;
- g) Send to the Director General at the end of every calendar year all record books which have been filed during the year.

SUBCHAPTER B. MANAGEMENT OF GOVERNMENT RECORDS

§81.12 Duties of Agency Heads as to Records Management:

1. Records which are to be preserved: The head of each Government agency shall cause to be made and preserved records containing adequate and proper documentation of the organization, function, policies, decisions, procedures, and essential transactions of the agency and designed to furnish the information necessary to protect the legal and financial rights of the Government and of persons directly affected by the agency's activities.

2. Program of management to be established: The head of each Government agency shall establish and maintain an active, continuing program for the economical and efficient management of the records of the agency. Such program shall, among other things, provide for (a) effective controls over the creation, maintenance and use of records in the conduct of current business; (b) cooperation with the Director general in applying standards, procedures, and techniques designed to improve management of records, promote the maintenance and security of records deemed appropriate for preservation, and facilitate the segregation and disposal of records of temporary value; and (c) compliance with the provision of this chapter.

3. Storage, Processing, and Servicing of Records: Whenever the head of a Government agency determines that substantial economies or increased efficiency can be effected thereby, he shall provide for the storage, processing, and servicing of records that are appropriate therefore in a records center maintained and operated by the Director General or, when approved by the Director General, in a records center operated by the head of such Government agency.

4. Safeguard against loss of records: The head of such Government agency shall establish such safeguards against the removal or loss of records as he shall determine to be necessary and as may be required by regulations of the Director General. Such safeguards shall include making it known to all officials and employees of the agency (a) that no record in the custody of the agency is to be alienated or destroyed except in accordance with provisions of section 81.16 of this title, and (b) the penalties provided by law for the unlawful removal or destruction of records.

5. Duty in case of unlawful removal or destruction of records: The head of each Government agency shall notify the Director General of any actual, impending, or threatened unlawful removal, defacing, alteration, or destruction of records in the custody of the agency of which he is the head that shall come to his attention, and, with the assistance of the Director General, shall initiate action through the Minister of Justice for the recovery of records he knows or has reason to believe have been unlawfully removed from his agency, or from any other Government agency whose records have been transferred to his custody.

§81.13 Legal Status of Reproductions: Whenever records that are required by Statute to be retained indefinitely have been reproduced by photographic, microphotographic, or other processes, in accordance with standards established by the Director General, the indefinite retention of such reproductions will be deemed to constitute compliance with legal requirements for the indefinite retention of such original records. Such reproductions shall have the same legal status as the originals thereof.

§81.14 Fees for copies and reproductions: Except where otherwise provided by law, the Director General may charge a fee of not less than ten cents per page or fraction of a page for making or authenticating copies of records transferred to his custody. All such fees shall be paid into the Bureau of Revenues in the General Treasury. There shall be no charge for making or authenticating copies of reproductions of such records for official use by the Government of Liberia.

§81.15 Continuance of Government Agency Restrictions on Use of Transferred Records:

1. Statutory Restrictions: Whenever records, the use of which is subject to statutory limitations and restrictions, are transferred to the custody of the Director General, the permissive and restrictive statutory provisions with respect to the examination and use of such records applicable to the head of the Government agency having custody of them or to the employees of that agency, shall thereafter likewise become applicable to the Director General and the employees of the Center for National Documents and Records.

2. Restriction imposed by Head of Agency: Whenever the head of any Government agency shall specify in writing restrictions that appear to him to be necessary or desirable in the public interest, on the use of examination of records being transferred from his custody to that of the Director General, the Director General shall impose such restrictions on the records so transferred. The restrictions so imposed shall not be removed or relaxed by the Director General without the concurrence in writing of the head of the agency from which the material was transferred, or if the existence of such agency has been terminated, without the concurrence in writing of the successor in function, if any, of such agency head.

§81.16 Regulations relating to disposal of records: The Director General of the Center for National Documents and Records shall promulgate regulations, with the approval of the President, establishing (a) procedures for compiling and submitting to the Director General lists and schedules of records proposed for disposal; (b) procedures for disposal of records authorized for disposal; and (c) standards for the reproduction of records by photographic or microphotographic processes with a view to the disposal of the original records. Such regulations shall be binding on all agencies of Government.

§81.17 Procedure for disposal of records:

1. Submission to Director General of lists of records for disposal: The head of each agency of Government shall submit to the Director General, in accordance with regulations issued by him, subject to approval of the President, (a) lists of any records under the custody of the agency that have been photographed or microphotographed in accordance with such regulations and that, as a consequence thereof, do not appear to have sufficient value to warrant their further preservation by the Government; and (b) lists of any other records in the custody of the agency that are not needed by it in the transaction of its current business and do not appear

to have sufficient administrative, legal, research, or other value to warrant their further preservation by the Government.

2. Submission of lists to the Center for National Archives and Records Council: The Director General shall submit to the National Archives and Records Council, at such times as shall deem expedient, the lists or schedules submitted to him in accordance with the provisions of paragraph one of the Section, or parts of such lists or schedules, and list or schedules of any records in his legal custody, insofar as it shall appear to him that the records listed in such lists or schedules do not, or will not, after the lapse of the period specified, have sufficient administrative, legal, research, or other value to warrant their continued preservation by Government, provided that the Director General shall not submit to the Council for approval for disposition any lists or schedules of records of any existing agency of the Government in his legal custody without having first obtained the written consent of the head of such[.]

3. Disposal or approval by the Bureau of National Archives and Records Council: The National Archives and Records Council shall examine the lists or schedules submitted to it under the provisions of paragraph 2 of this section. If the Council reports that any of the records listed do not have sufficient administrative, legal, research, or other value to warrant their continued preservation by the Government, the Director General shall notify the agency or agencies having such records in their custody of the action of the Council and such agency or agencies shall cause such records to be disposed of in accordance with regulations promulgated as provided in section 81.16 of this sub-chapter.

§81.18 Preservation of records pertaining to claim; by or against Government:

Records pertaining to claims by or against the Government, or which may give rise to such claims, or pertaining to any accounts in which the Government is concerned, either as debtor or creditor, shall not be disposed of by the head of any agency under any authorization granted pursuant to the provision of this sub-chapter until such claims, demands, and accounts have been fully adjusted and settled.

§81.19 Procedure for disposal of records as exclusive: The procedures prescribed in the Subchapter are exclusive and no records of the Liberian Government shall be alienated or otherwise disposed of except in conformity with the provisions of this Subchapter.

Section 3 This Act shall become effective immediately upon publication.

Any law to the contrary notwithstanding

Approved: November 14, 1977

APPENDIX 4: TRAINING GUIDE AND APPENDICES

Records Management for Senior Staff
Center for National Documents and Records Agency
Thursday, 18 January 2012

Public Records

1. What is a Public Record?
 - A. Any information that documents a transaction or activity of government business
 - B. Produced, collected, received, or retained according to the law or as a part of conducting public business
 - C. Physical form of the record does not matter – it can be on paper, scanned image, e-mail, text message
 - D. Where the record is held does not matter – the Archives repository, your office, your computer, your cell phone

2. What is *not* a record?
 - A. Copies of records (usually)
 - B. Reference materials
 - C. Administrative and personal correspondence
 - D. Personal materials
 - E. Copies of policy and procedure manuals
 - F. Stationery, blank forms, and publications for distribution*

* According to Executive Law, Chapter 81, records shall “include library and museum material made or acquired and preserved for references or exhibition purposes.”

3. The Executive Law Defining Records

Chapter 81 – Center for National Documents and Records – Appendix 1

4. Records Decision Tree – See Appendix 2

5. Is it a record? (A short test)

- Payment Voucher
- Marriage certificate application
- Payroll records
- Note reminding yourself to complete the monthly report
- Public Relations files
- Personnel records
- E-mailed lunch invitation from coworker
- Fixed Asset Registers
- Standing Orders from the Civil Service

Managing Public Records

1. Records Management is...

Providing the right information, at the right time, to the right people, at the lowest possible cost

2. Why is a Records Management Program needed?

- A. Compliance with all laws and regulations
- B. Safeguard essential information
- C. Help ensure that government operations continues
- D. Support decision making
- E. Preserve the knowledge of current staff members
- F. Control the growth of records
- G. Improve efficiency and productivity

3. Store Records in an area that is:

- A. Locked with controlled access
- B. Maintained in the 18–21° range
- C. Protected from fire by smoke detectors, water sprinklers, and fire extinguishers
- D. Free of vermin and insects
- E. Far from water and sewer pipes

*Whenever possible, store records:

- Store records in a sturdy box covered by a lid
- Store records at least 7cm off the floor

A Records Retention and Disposition Schedule is a tool that classifies **records series**. It is one of the most critical pieces of a records management program

But, first, what is a **records series**?

- A records series is a group of identical or related records that are normally filed together and document a particular function, transaction, or activity.
- Examples include correspondence, contracts, fiscal vouchers, project files, and minutes.

4. What are the components of a records series on a Retention Schedule:
(See Appendix 3)

A. Title

B. Description

What the record does and what the record consists of

C. Series Number

D. Retention Statement

How long to keep the record

E. Disposition

What to do with the record at the end of its active life

5. What are the benefits of a Records Retention Schedule?

A. Ensure that files are not prematurely destroyed, but are not kept past their usefulness.

B. Identify records with long-term retention that can be moved off-site.

C. Assist with making reformatting (digital scanning, microfilming) decisions.

Records Destruction

1. Identifying destruction dates
 - A. Begin counting retention years with the year just following the year of creation.
 - B. Count up through the stated number of retention years. Records should be retained for the full year of the final year of retention.
 - C. Destroy records at the beginning of the next yearly cycle.
2. Certificate of Records Destruction Form
 - A. Fill out the entire form, remembering to:
 - 1) Include schedule and records series numbers
 - 2) Provide inclusive date ranges
 - 3) Indicate method of destruction
 - B. Ensure all three lines are signed and dated at bottom
 - C. Submit original form to Records Manager

Final Tips

1. Identify records series when records are created. Visibly label boxes with records series and destruction date. This will simplify tracking retention.
2. Do records destruction yearly and on a set schedule, such as the end of the fiscal or calendar year.
3. Regularly review the schedules for changes.

TRAINING APPENDIX I - DEFINITIONS

CHAPTER 81 CENTER FOR NATIONAL DOCUMENTS AND RECORDS

Subchapter A. Creation of Center

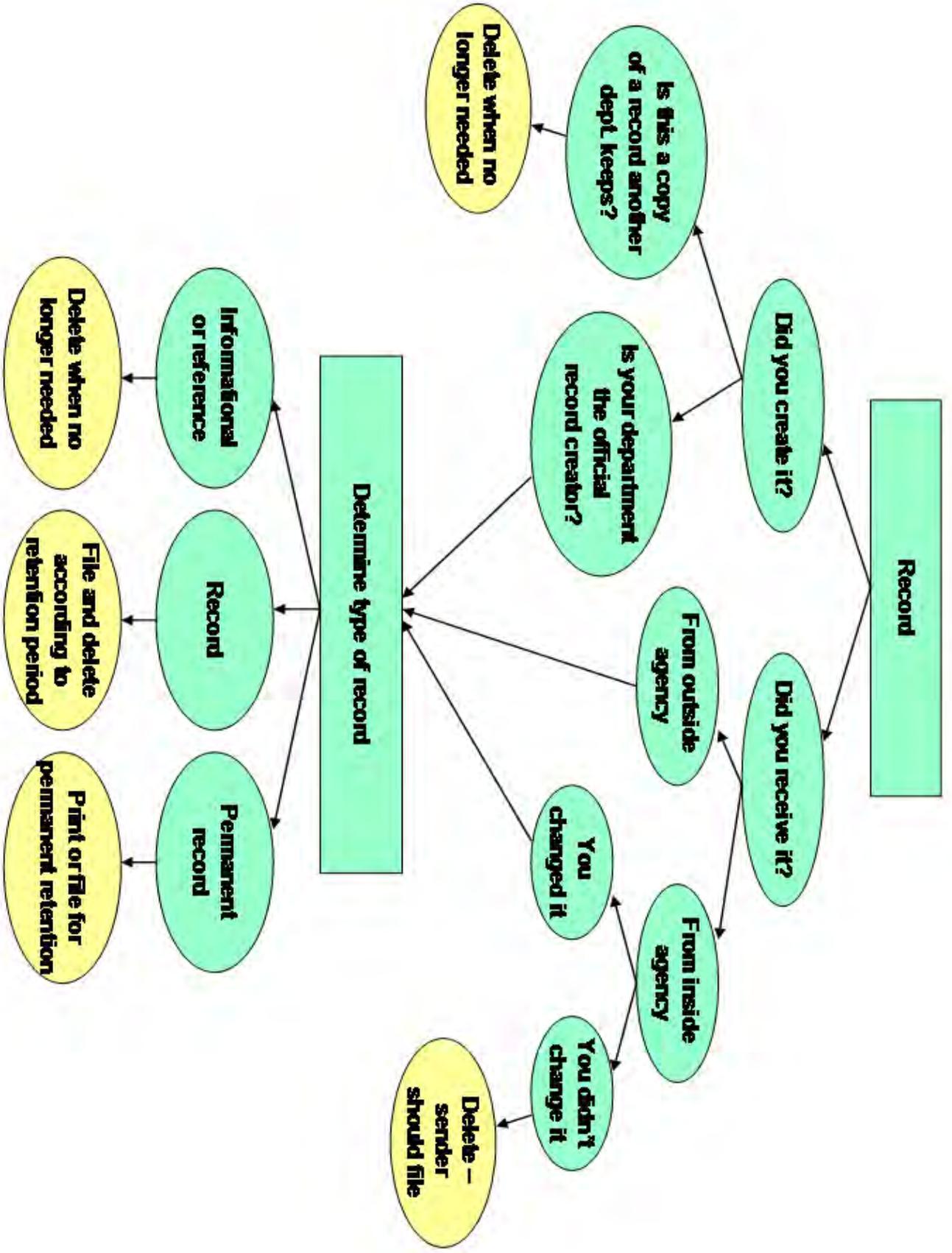
§81.1 Definitions:

1. Archives: The term "Archives" as used in this Subchapter means those official records that have been determined by the Director General of the Bureau of National Documents and Records to have sufficient historical or other value to warrant their indefinite preservation by the Government for purposes of research, historical investigation, or patriotic inspiration, or because of other national significance.

2. Records: The term "records" as used in this subchapter means books, papers, maps, photographs, or other documentary materials **regardless of physical form or characteristics**, made **or received by** any Government agency in pursuance of law or in connection with the transaction of public business and preserved by that agency or its legitimate successor as **evidence** of the organization, functions, policies, decision, procedures, operations, or other activities of the Government or because of the informational value of data therein contained and shall include library and museum material, made or acquired and preserved for references or exhibition, purposes. **Extra copies** of documents preserved **only for convenience or reference**, and stocks of publications and of processed documents **are not** included within the definition of "records" as used herein.

§81.13 Legal Status of Reproductions: Whenever records that are required by Statute to be retained indefinitely have been reproduced by photographic, microphotographic, or other processes, in accordance with standards established by the Director General, the indefinite retention of such reproductions will be deemed to constitute compliance with legal requirements for the indefinite retention of such original records. **Such reproductions shall have the same legal status** as the originals thereof.

TRAINING APPENDIX 2 – RECORDS DECISION TREE



TRAINING APPENDIX 3 – SAMPLE RETENTION SCHEDULES

LIBRARY OF VIRGINIA
 ARCHIVAL AND RECORDS MANAGEMENT SERVICES DIVISION
 (Form RM-2 April 2009)

RECORDS RETENTION AND DISPOSITION SCHEDULE
GENERAL SCHEDULE NO. 19
COUNTY AND MUNICIPAL GOVERNMENTS
ADMINISTRATIVE RECORDS

EFFECTIVE SCHEDULE DATE July 17, 2009

PAGE 5 OF 18 PAGES

RECORDS SERIES AND DESCRIPTION	SERIES NUMBER	SCHEDULED RETENTION AND DISPOSITION
<p><u>Correspondence/Subject Files: Board Members - Except Chairpersons</u> This series documents incoming and outgoing letters, memoranda, faxes, notes, and their attachments, in any physical format including, but not limited to, paper and e-mail.</p>	100893	Retain 3 years then destroy. Disposal reporting on Certificate of Records Destruction (RM-3 Form) not required.
<p><u>Correspondence/Subject Files: City/Town Manager, City/Town Council, County Administrator and Board of Supervisors</u> This series consists of incoming and outgoing letters, memoranda, faxes, notes, and their attachments, in any physical format including, but not limited to, paper and e-mail.</p>		Refer to <i>General Records Retention & Disposition Schedule No. GS-04, County, City and Town Administration Records</i> for retention periods.
<p><u>Correspondence/Subject Files: Department or Division Heads</u> This series consists of incoming and outgoing letters, memoranda, faxes, notes, and their attachments, in any physical format including, but not limited to, paper and e-mail.</p>	010037	Retain 3 years then destroy.
<p><u>Correspondence/Subject Files: Other Officials</u> This series consists of incoming and outgoing letters, memoranda, faxes, notes, and their attachments, in any physical format including, but not limited to, paper and e-mail.</p>	010038	Retain 2 years then destroy.
<p><u>Correspondence/Subject Files: Routine, Administrative - Not Specified Elsewhere</u> This series consists of incoming and outgoing letters, memoranda, faxes, notes, and their attachments of a routine administrative nature, in any physical format including, but not limited to, paper and e-mail.</p>	010039	Retain as long as administratively necessary then destroy.
<p><u>Directives</u> This series consists of directives from the city council, city manager, county administrator, or board of supervisors outlining policy to lower levels of authority.</p>	010040	Retain permanently in locality.



LIBRARY OF VIRGINIA
 Records Analysis Section
 800 E. Broad St., Richmond VA 23219
 (804) 692-3600

CERTIFICATE OF RECORDS DESTRUCTION
 (RM-3 Form October 2011)

This form documents the destruction of public records in accordance with the Virginia Public Records Act, § 42.1-76 through 42.1-91 of the Code of Virginia.

SUBMIT FILLABLE FORM WITH ORIGINAL SIGNATURES TO THE ADDRESS ABOVE

1. Agency / Locality		2. Division / Department / Section		3. Person Completing Form			
4. Address, City, St. & ZIP		5a. Telephone Number & Extension		5b. E-mail Address			
6. Records to Be Destroyed							
a) Schedule and Records Series Number	b) Records Series Title	c) Date Range (mo/yr)	d) Location	e) Volume	f) Destruction Method		

DESTRUCTION APPROVAL
 NOTE: Public records may not be destroyed without receiving prior authorization from your agency or locality. Approving Official and Designated Records Officer. We certify that the records listed above have been retained for the scheduled retention period, required audits have been completed, and no pending or ongoing litigation or investigation involving these records is known to exist.

7. Approving Official (Print) _____ Signature _____ Date _____

8. Designated Records Officer (Print) _____ Signature _____ Date _____

9. Records Destroyed By (Print) _____ Signature _____ Date _____

LIBRARY OF VIRGINIA
 Records Analysis Section
 800 E. Broad St., Richmond VA 23219
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CERTIFICATE OF RECORDS DESTRUCTION
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SUBMIT FILLABLE FORM WITH ORIGINAL SIGNATURES

1. Agency / Locality	Library of Virginia	2. Division / Department / Section	Human Resources	3. Person Completing Form	Lane Jones
4. Address, City, St. & Zip	800 E. Broad St. Richmond VA 23219-8000	5a. Telephone Number & Extension	804-555-1234	5b. E-mail Address	lane.jones@lva.virginia.gov

6. Records to Be Destroyed						
a) Schedule and Records Series Number	b) Records Series Title	c) Date Range (mo/yr)	d) Location	e) Volume	f) Destruction Method	
GS-103; 012185	Hiring Records	1/2008 - 12/2010	locked file	4.5 cf	Shred	
GS-103; 100493	Pay Classification Records	1/2003 - 12/2005	locked file	.5 cf	Shred	
220-027; 005433	Records Management Workshop attendance records	1/2003 - 12/2005		.1 cf	Trash	
GS-102; 012134	Leave Records – 60 Day Status Report	6/2010 - 12/2010		2.4MB	Electronic shredding	

DESTRUCTION APPROVALS
 NOTE: Public records may not be destroyed without receiving prior authorization from your agency or locality Approving Official and Designated Records Officer. We certify that the records listed above have been retained for the scheduled retention period, required audits have been completed, and no pending or ongoing litigation or investigation involving these records is known to exist.

7. Approving Official (Print)	Signature	Date
8. Designated Records Officer (Print)	Signature	Date
9. Records Destroyed By (Print)	Signature	Date

Appendix 5: tRAINING class Rosters

Senior & Junior Staff for the Record Management Training under the Millennium Challenge Cooperation Sponsor Land Project through Tetra Tech ADR, Headed by Records Management Consultant Glenn Smith

Senior Staff

Thursday & Friday 9:30 – 12:00 and 2:00 – 4:00

1. Sam Fahnbulleh, Director of Personnel
2. Amos Q. Garpou, II, Technical Coordinator
3. John Yoge, Senior Archivist
4. John K. Sackie, Senior Public Records Inspector
5. Madlyn C.R.Wah, Registrar of Marriages
6. Emmanuel Quaye, Registrar of Deeds and Titles
7. George Williams, Information Officer
8. Margret McKay, Adm. Asst. to the Director General
9. Anthony Robinson, Outstation Coordinator
10. Kornor K. Freeman, Asst. Outstation Coordinator
11. James S. Paye, Comptroller
12. Forkpa Kemah, Library Director

Roosevelt Howard was added to the roster, but attended only one of the four sessions.

Department of Land, Surveys, & Cartography

13. Edwin Rogers, Researcher

Junior Staff

Monday 9:30 – 12:00 and 2:00 - 4:00 and Tuesday 9:30 – 12:00

1. Ebenzer A. Borbor
2. Faraday Quioh
3. Josephine Benson
4. Wilhelmina Cooper
5. Tina Weegi
6. Patricia Gowah
7. Hawa Kanneh
8. Josephine U Kamara
9. Roseline Howe
10. Dave W. Neegba, III

Department of Land, Surveys, & Cartography

11. Paul Flomo

APPENDIX 6: CERTIFICATE OF COMPLETION SAMPLE



CERTIFICATE OF COMPLETION

This certificate is awarded to

for the successful completion of

BASIC RECORDS MANAGEMENT TRAINING FOR SENIOR STAFF

Presented on 20 January 2012

Dr. Mark A. Marquardt
CoP, LPIS

Hon. P. Bloh Sayeh
Director General, CNDRA

Glenn T. Smith
Records Consultant, LPIS

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov