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Management of electronic records: Review of empirical studies from the Eastern, Southern Africa Regional Branch of the International Council on Archives (ESARBICA) region

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Management of electronic records
Review of empirical studies from the Eastern, Southern Africa Regional Branch of the International Council on Archives (ESARBICA) region

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Abstract
Purpose – The purpose of the paper is to present empirical research findings regarding the management of electronic records in selected ESARBICA member countries. It presents background information about ESARBICA and the current state of electronic records management in the region. The challenges posed by electronic records as reported in the literature and the capacity building initiatives and guidelines developed by archival institutions, professional organizations and universities for effective management of electronic records are presented. It proposes suggestions for further research.

Design/methodology/approach – The paper is based on a review of literature on electronic records and empirical studies dealing with management of electronic records in the ESARBICA region. The review of empirical research findings is based on selected countries in the ESARBICA region.

Findings – The empirical research findings indicate most countries in the ESARBICA region lack capacity and face various challenges in managing electronic records. These relate to: lack of policy and legislation, standardization, authenticity, capacity building, physical infrastructure and lack of awareness among recordkeeping professionals and government authorities on electronic records management issues.

Research limitations/implications – Although ESARBICA consists of 12 countries, the empirical research findings were limited to five countries (South Africa, Lesotho, Botswana, Namibia and Kenya) and selected Sub-Saharan Africa countries. Further research will be conducted to establish the current state of electronic records management in the remaining seven ESARBICA member countries namely: Malawi, Mozambique, Swaziland, Tanzania, Zambia, Zimbabwe and Zanzibar.

Practical implications – It is hoped that the paper will provide useful information and data to educators and trainers, researchers, students, practitioners, policy makers, civil society, and international development partners who have an interest regarding the challenges posed by electronic records and e-government and governance strategy in ESARBICA region and Africa in general.

Originality/value – This paper supplements previous studies undertaken in the ESARBICA region regarding the management of electronic records. The empirical research findings would be of significance to record and archives management scholars/educators/consultants/researchers and students undertaking studies in management of records, including management of electronic records within and outside Africa.

Keywords Records management, Africa, Archives management

Paper type Research paper

Introduction
There is no universally accepted definition of the term record and the varied definitions of the term have led to confusion which affects the formulation of theory to underpin...
the discipline of archives management (Yusof and Chell, 1998). However, the International Standard ISO 15489-1 (2001, p. 3) defines records as “information created, received, and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business”. The International Council on Archives (2004) observed that records provide evidence of human activities and transactions, underlie the rights of individuals and states, and are fundamental to democracy and good governance. Cox and Wallace (2002, pp. 2-3) opined that the most salient feature of records is their power as sources of accountability, a feature that often brings them into daily media headlines or into the courtroom.

ISO 15489-1 (2001, p. 3) further defines records management as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

Shepherd and Yeo (2003, p. 4) opine that until recently, almost all records were on paper, but modern organizations are increasingly using digital media and records maintained digitally are known to records managers as electronic records (or digital records). National Archives of Australia Digital Recordkeeping Guidelines (2004, p. 13) note that digital records include word-processed documents, spreadsheets, multimedia presentations, email, websites and online transactions. Electronic records can be found in many systems throughout the organization-including databases and business information systems, shared folders and hard drives. According to the Victorian Electronic Records Strategy (2002), electronic records are evidence of organizational activities and are generally the computerised versions of traditional paper records. Sources of electronic records range from desktop publications such as Word, Excel, and email, to corporate applications such as financial systems, human resource systems and corporate databases.

The Eastern, Southern Africa Regional Branch of the International Council on Archives (ESARBICA)

According to the International Council on Archives (2008), ESARBICA is one of the regional branches of the ICA, which aims to further the aims of ICA and strengthen co-operation within the Eastern and Southern Africa region. ESARBICA is responsible for carrying out the policy and programmes of ICA in the region, where these are relevant to ESARBICA members. ESARBICA is made up of 12 countries namely: Botswana, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe and Zanzibar (Mnjama, 2007). According to Eastern and Southern Africa Regional Branch of the International Council on Archives (ESARBICA) (2005), its mission is the advancement of archives through regional cooperation. Consistent with the objectives of the ICA, ESARBICA is concerned with:

- providing a forum for the exchange of professional ideals and expertise in the administration and preservation of archives and records;
- promoting, organising and co-ordinating activities in the management of records and archives at both regional and international levels;
- establishing, maintaining and strengthening relations between archivists in the ESARBICA region and other professional and institutions concerned with the administration and preservation of records and archives;
The state of electronic records management in the ESARBICA member countries is a subject of discussion by recordkeeping professionals and scholars in the region. Wato (2005) reported that e-records readiness in the ESARBICA region was inadequate with regard to policy and legislation, standardization, authenticity, preservation, training and physical infrastructure. Further, national archives had not carried out a survey on the status of e-records created by government bodies and had no capacity to preserve electronic records due to lack of specialized storage facilities, skills and controlled environment.

According to Wamukoya and Mutula (2005b), e-records management in the ESARBICA region posed a number of problems and challenges that include but not limited to: lack of skills and competencies, inadequate resources, lack of awareness among government authorities and records professionals, fragility of media and the need for specialized storage. The two authors further pointed out that effective e-records has the potential to improve service delivery and enhance accountability and transparency in government but only if the requisite skills are met.

To enhance capacity building in electronic records management within the ESARBICA region, Wamukoya and Mutula (2005) stated that they had prepared a proposal which set out a strategic plan for developing the skills and capacities needed to ensure that electronic records were managed and preserved as accurate and reliable evidence, as a basis for development in the governments of the East and Southern Africa regions. The proposed capacity-building strategic plan fitted well with the New Partnership for Africa’s Development (NEPAD) development agenda on behalf of Africa, in general, and the ESARBICA member countries, in particular.

The discussion that follows presents the challenges posed by electronic records and review of empirical studies dealing with the management of electronic records in the ESARBICA region.

### Challenges posed by electronic records

With the advent of electronic records, the challenges for records managers were great (Barry, 2001). The challenges posed by electronic records include non-availability of stable electronic media, which would be considered archival, capturing the content, context and structure of electronic records, acceptance of electronic records as evidence, technological obsolescence and impermanence and acquisition of information technology skills (Wato, 1999). Harris (1997), discussing the question of law, evidence and electronic records from a global perspective, noted that the degree to which the legal status of records and, in particular, the tests of evidence applied to records by courts of law, was at the centre of archival theory, the nexus between record-keeping and societal processes. He posed the question as to whether or not electronic records fell within the ambit of archival law and how far that ambit reached.

According to National Archives and Records Service of South Africa (2006, pp. 1, 9) the unique and fragile nature of electronic data demands a re-evaluation of the way
government bodies manage records. Processes and procedures created to meet the
needs of record keeping in the paper environment do not apply equally to electronic
records. Three properties are necessary to ensure the maintenance of the essential
characteristics of a record, namely content, structure and context. However, in an
electronic system, the properties of content (the information a record contains),
structure (the appearance and physical layout or type) and context (the intended use,
purpose and recipients, etc.) may be physically separate.

Electronic records have led to revisiting of existing records management theory.
Tough and Moss (2006, p. 3) observed that among recordkeeping professionals, two
models have dominated discourse namely: the lifecycle and records continuum. The
application of the records life cycle theory to electronic records is a subject of
discussion. Yusof and Chell (2000, p. 137) noted that the records life-cycle concept
would not be used in managing electronic records and needed to be replaced by a
model, which appropriately reflected the special characteristics of electronic records.
The two authors pointed out that as technology changed, the record was prone to
transformation and conversion. The concept of the records continuum had thus been
promoted in the records management world as it addressed the management of paper
and electronic records. According to An (2001), the records continuum model has
gained acceptance worldwide as the best practice model for managing records and
archives, including electronic records.

Kimberly et al. (2001) felt that electronic records posed certain challenges, as they
were entirely dependent on technology, both for their creation and their storage and, as
a result, they needed to be managed over time in a computerised environment. Tafor
(2003, p. 72) emphasised that some of the difficulties associated with electronic records
included electronic records being duplicated with ease, dependence on hardware and
software technology and the fact that hardware technology on which electronic records
depend would become obsolete within a short time. Other challenges included
electronic records being easily changed, with little or no trace left, and the shorter
lifespan of the storage media of electronic records than that of paper.

Discussing the challenges faced by information professionals in managing
electronic records, Ngulube (2004a, p. 21) pointed out that the opportunities and
challenges offered by the use of digital technology were similar to the proverbial
double-edged sword. Information professionals in Africa had tended to concentrate on
the advantages offered by ICTs, without paying much attention to the processibility
and readability of digital resources in the future. This, Ngulube (2004a) felt, would
plunge Africa into the “digital dark ages” and jeopardize the chances of future
generations of using and accessing the collective documentary memory of humankind.

Many countries in sub-Saharan Africa lack the capacity to manage electronic
records, as noted by Kimberly et al. (2001). Mnjama and Wamukoya (2004) pointed out
that, while many governments had systems and procedures for managing paper based
records, the same could not be said of electronic records. They called for a critical
examination of laws, policies and procedures that were necessary for successful
implementation of an e-records programme that supported e-government.

Capacity building initiatives/electronic records management guidelines
The lack of capacity to manage electronic records is not limited to ESARBICA member
states but rather to developing countries. In recognition of the challenges developing
countries face in managing electronic records, International Records Management Trust/World Bank (2003) held a Global Forum Electronic discussion on information technology, electronic records and recordkeeping in South Africa. Funding provided by the UK Department for International Development and the Commonwealth Secretariat. The purpose of the electronic discussion was to identify the key emerging and gaps in understanding, about the use of information technologies and the creation and management of records in governments in developing countries. The discussion also sought to facilitate dialogue among experts in their own fields about the relationship between information technology, recordkeeping and accountable and efficient government and governance.

The International Records Management Trust/World Bank (2003) Global Forum Electronic discussion identified six distinct issues as being central to the current problems of-and critical to the future success of electronic records management and the protection of the products of information technologies, namely:

(1) absence of legislation and policies for the management of information technologies and their products, including electronic records;
(2) lack of standards and systems for the management of it products and electronic records;
(3) low profile of the record keeping profession, the misconception that information technology will easily solve all information and records problems;
(4) lack of adequate training of and human resource development for records personnel;
(5) lack of coordinated action or closer relationship between information technology and records management personnel; and
(6) lack of clarity about processes for the preservation of electronic records and the products of information technology.

A presentation by Eiring (2008) during the International Council on Archives (2008) Congress in Kuala Lumpur, Malaysia noted that the advent and explosion of the creation and use of electronic records demands new techniques and methods of education and training in how to effectively and efficiently manage these records. Understanding the life-cycle nature of records management, while also dealing with the massive volume of electronic documents, e-mail, instant messages and other electronic records, posed new and significant challenges for archival educators, government and business records managers and individuals in all levels of society.

To effectively manage electronic records, Hare et al. (1996) advocated for continuing professional development for the information discipline of records management. Based on a research project on continuing vocational education for records practitioners undertaken by the Department of Information and Library Management at the University of Northumbria, one of the identified training needs areas relate to managing electronic records. McLeod et al. (2007) provided records management capacity and compliance toolkits for assessing records management capacity and/or compliance. The toolkits have been developed in different countries and sectors within the context of the e-environment and provide evidence of good corporate and information governance. Further, they are underpinned by relevant
national/international records management legislation, standards and good practice including, either implicitly or explicitly, ISO 15489.

To address the lack of adequate training and human resources development for records personnel in order to effectively manage electronic records, International Records Management Trust/World Bank (2003) Global Forum Electronic discussion recommended that national and international agencies review educational programmes to ensure their relevance in the electronic age; for example, ensure that training addresses information technology policies and strategies as well as the management of electronic and paper based records. Further, governments should develop information systems training policies that facilitate the training of information systems, information technology, and records personnel in general.

Various guidelines have been developed by national archives and universities to assist organizations effectively manage their electronic records. For example, the National Archives and Records Service of South Africa (2006) developed guidelines for managing electronic records in government bodies. The guidelines cover areas such as statutory and regulatory framework for electronic records, what electronic records are including, why electronic records should be managed and electronic records management principles. Other areas covered include managing electronic records residing in different types of systems and the responsibilities of governmental bodies regarding the management of electronic records.

The Public Record Office of Victoria Province (2002) developed the Victorian Electronic Records Strategy (VERS) to provide leadership and direction in the management of digital records within the Victorian State government. VERS is a world-leading solution to the problem of capturing, managing and preserving electronic records. VERS is a framework of standards, guidance, training, consultancy and implementation projects, which is centred around the goal of reliably and authentically archiving electronic records. VERS has been promoted globally and has been accepted and used by archival institutions, national and international governments and local and global product vendors.

In the UK, The National Archives (2009) realises that the vast majority of government records are now produced electronically and the institution works with central and local government organizations to ensure that electronic records are stored securely and easily accessible. Effective management of electronic records is key to underpinning online service delivery and meeting the requirements of the Freedom of Information Act 2000 as they apply to providing access to official information and the Records Management Code. The National Archives has initiated a programme of work in the following key areas:

1. Seamless flow: archiving digital information that’s needed for permanent record and for public access.
2. Digital continuity: taking action to protect digital information from obsolete technologies.
3. Web continuity: ensuring that the web links remain live even if documentation has moved or web addresses have changed.

In Canada, The International Research on Permanent Authentic Records in Electronic Systems InterPARES Project (2009) aims at developing knowledge essential for the long-term preservation of authentic records created and/or maintained in digital form.
and providing the basis for standards, policies, strategies and plans of action capable of ensuring the longevity of such material and the ability of its users to trust its authenticity. The project is based at the School of Library, Archival and Information Studies at the University of British Columbia. InterPARES has developed in three phases.

(1) InterPARES 1 was initiated in 1999 and concluded in 2001. It focussed on the development of theory and methods ensuring the preservation of the authenticity of records created and/or maintained in databases and document management systems.

(2) InterPARES 2 was initiated in 2002 and concluded in 2007. It delved into the issues of reliability and accuracy during the lifecycle of records, from creation to permanent preservation; and

(3) InterPARES 3 was initiated in 2007 and will continue through 2012. It builds on the findings of InterPARES 1 and 2 as well as of other digital preservation projects worldwide. It will among others, develop teaching modules for in-house training programmes, continuing education and academic curricula.


Management of electronic records in the ESARBICA region: review of empirical studies

Few studies have been conducted on the uses of computers in records management and the state of electronic records management, particularly in the ESARBICA region. Table I indicates the ESARBICA member countries surveyed.

To provide an overview of the state of electronic records management in South Africa, Abbot (1999), conducted structured interviews with members of the National Archives and Records Service of South Africa on the use of documentary records. The major findings of the study were that electronic records were being produced in both the public and private sectors and the National Archives of South Africa had established an electronic records management programme based on three control strategies. These were involvement of the National Archives in the design and maintenance of electronic records systems, the transfer of electronic records deemed of

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<th>Author</th>
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<td>Abbot</td>
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Table I. ESARBICA member countries surveyed
archival value into archival custody and the identification of electronic records of archival value that should remain in the possession of the creating body.

Abbot’s (1999) study established that the National Archives and the State Information Technology Agency (SITA) were involved in a project to establish standards for electronic records management in government bodies, relating to metadata, migration strategies, preservation format and security for electronic records management in government institutions. The two institutions were also co-operating in developing specifications for an integrated document and records management solution for state departments that took into account the South African context. The National Archives and Records Service was planning to run a number of in-house pilot projects utilizing commercially available records management applications, in order to gain hands-on experience with such systems. The study recommended the involvement of the National Archives in the planning and design of electronic systems that contain records.

A study to determine the application of computers in records and archives management, and issues of electronic recordkeeping within the ESARBICA region, was conducted by Mutiti (2002). To collect data, a search of the web sites of archives institutions in the ESARBICA region was conducted. In addition, questionnaires were sent to archival institutions. It found that computers were used to fulfil a variety of recordkeeping functions, namely word processing, control of holdings, retrieval of records and document imaging. Other findings of the study were that electronic recordkeeping systems were absent, the responsibility of managing electronic records systems was vested in national archival institutions, such as in Botswana, Kenya, South Africa and Zimbabwe, and many archivists were not conversant with ways of managing electronic records. It recommended that national surveys of public institutions be undertaken to take stock of electronic records.

A study to investigate the management of electronic records in the public sector in Lesotho was conducted by Sejane (2004). The author looked at the electronic records which were currently created and the strategies and policies used in managing them. Interview schedules and observation were employed to collect data from records management personnel from 19 ministries and the national archivist. The study established that the public sector in Lesotho was not managing its electronic records satisfactorily. It was further established that the public sector did not only have legislation that specifically dealt with managing electronic records, but also lacked written policies, strategies and guidelines. There were no qualified personnel with the expertise and skills to manage electronic records in the public sector.

Sejane’s study recommended the need for the public sector to be allocated more resources and IT infrastructure, that staff be trained and policies formulated. Other recommendations were that legislation be amended to accommodate electronic records and that the public sector adopted the South African electronic records management model.

A study to establish how electronic records were managed in 16 selected countries in sub-Saharan Africa (SSA) was conducted by Ngulube (2004b). Data were collected through questionnaires administered on 34 respondents drawn from the National Archives of Angola, Botswana, Kenya, Lesotho, Mozambique, Malawi, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zanzibar and Zimbabwe. The major findings of the study were that the surveyed institutions
had computers used for word-processing activities. South Africa and Kenya were the only institutions that had procedures for the appraisal and disposition of electronic records, manuals and guidelines, for the management of electronic records in public agencies, as well as personnel with formal training in managing digital records. Other findings were that there was an acute shortage of staff trained to deal with information generated by modern computer technology. Out of the 16 institutions surveyed, only one (6.3 percent) had procedures for periodically migrating records. South Africa was the only country with legislation that specifically addressed the management of electronic records.

Ngulube’s (2004b) study recommended the need to for archivists to formulate policies that specifically addressed the management of electronic records, as well as their access. There was a need for archivists to be involved in the entire lifecycle of records. Other recommendations included the need to make a deliberate effort to increase the pool of archivists with ICT skills, by entering a partnership with institutions of higher learning in SSA, and the need for legislation to protect electronic records, skills development, funding and use of appropriate document management strategies and models.

Wato (2005) investigated e-records readiness in the ESARBICA region. The specific issues studied were policy and legislation, standardization, authenticity, preservation, training and physical infrastructure concerning electronic records. Questionnaires were sent to all National Archives in the ESARBICA region and responses were received from Botswana, Kenya, Mozambique, South Africa, Swaziland, Tanzania, Zambia, Zanzibar and Zimbabwe.

The major findings of the study were that only Tanzania and Mozambique had a national ICT policy. South Africa recognized e-records as authentic records, as supported by the Archives Act. All nine respondents described e-records skills among their staff as inadequate. With regard to empowerment of creators, six respondents (Kenya, Tanzania, Botswana, South Africa, Mozambique and Zanzibar) sensitized record creators on e-records issues. All nine respondents indicated that their national archives had not carried out a survey on the status of e-records created by government bodies. They had no capacity to preserve electronic records due to lack of specialized storage facilities, skills and controlled environment.

Six respondents (Kenya, Tanzania, Botswana, South Africa, Mozambique and Zambia) rated their ICT infrastructure as moderate, while three (Zambia, Swaziland and Zanzibar) rated their ICT infrastructure as poor. Only four respondents (South Africa, Tanzania, Zanzibar and Swaziland) addressed the unique issues of e-records in their archives legislation. Among the recommendations of the study was the need for archival institutions in the EASRBICA region to shift focus from management of paper records to electronic records, to upgrade ICT skills of their staff to allow archivists to understand operations of technology and its impact on the creation, use, maintenance and preservation of e-records and for ESARBICA to formulate minimum standards for e-records.

A more recent study was conducted by Keakopa (2007) who investigated the policies and procedures for the management of electronic records in Botswana, Namibia and South Africa. Data were collected by use of questionnaires supplemented by interviews between 2003 and 2004 as part of the author’s doctoral work thesis at the University College London. Respondents were selected from government agencies and
national archives from the three countries namely: records users, records officers and information technology specialists (IT) based at the National Archives. The key findings of the study were that records officers in Botswana did not have tools to manage electronic records, most agencies had not made progress with regard to development of policies and procedures to manage electronic records and the Botswana National Archives and Records Service (BNARS) was in the process of establishing policies and procedures for the management of electronic records. With regard to Namibia, the study findings revealed that the country had no policies and procedures for the management of electronic records and had no clear prospects for their enactment.

Keakopa's (2007) study revealed that South Africa had established the necessary policies and procedures to guide the management of electronic records. The National Archives and Record Service (NARS) of South Africa, as of April 2003, issued three guidelines to help government agencies manage their records namely: performance criteria for records managers of government bodies; records management policy manual; and managing electronic records in government bodies: policy guidelines. The study concluded that whereas Botswana and Namibia had serious problems regarding management of electronic records, South Africa had put in place the necessary policies and guidelines. The study recommended that National Archives of Botswana and Namibia develop national policies and procedures for the management of electronic records. Once developed, government agencies could use them as guidelines to develop their own policies specific to their needs, but consistent with the policies developed by the National Archives. Furthermore, the policies should link with Information and Communication Technology (ICT) policy and also accommodate the management of e-mails. In developing electronic records policies, there is need for National Archives in Botswana and Namibia to work closely with Information Technology Departments.

Another recent study was conducted by Kemoni (2007). The aim of the study was to examine records management practices in Kenya in order to establish the extent to which they affected public service delivery in government ministries, headquarters. One of the study objectives was to establish the extent of computer applications in records management. Data were collected in 2005 through use of questionnaires administered on registry staff supplemented by interviews with senior ministerial officers and Kenya National Archives and Documentation Service staff. Observation technique was used to validate data collected from interviews and questionnaires.

The key findings were that challenges faced by registry staff in managing electronic records relate to preservation of electronic data, security of data, lack of computer skills on the part of registry staff and users and lack of electronic records policy. It was established that Kenya National Archives and Documentation Service (KNADS) Staff had not undertaken a survey to establish the volume of electronic records generated in the public service and did not provide advice to registry staff on how to manage electronic records in the Kenyan public sector. KNADS would be expected to be involved in the management of electronic records as a result of the on-going government e-governance initiatives, which would increasingly make government ministries and departments generate electronic records in the Kenyan public sector. The study established that KNADS personnel faced challenges in managing electronic records in the Kenyan public sector such as lack of adequate training in information technology, inadequate financial resources, inadequacy of existing records and
archives legislation which did not sufficiently address the management of electronic records and not defining the role of systems administrators and managers.

It was established by Kemoni’s (2007) study that the Kenya Government perceives the use of computers in government ministries as one way of enhancing public service delivery. The move towards e-governance promised greater opportunities for increased transparency and accountability of government services and would, in the long term, give people a greater role in government (Mnjama and Wamukoya, 2004). Among the key recommendations of the study were that registries adopt the use of computers when the current manual recordkeeping systems in government ministries are restructured to ensure they are efficient and effective. There is need for accounting officers to take advantage of current and on-going Kenya Government e-government initiatives to computerise registry functions and services, KNADS enhance its current programme of training staff to enable them have the capacity to advise record-creators on how to manage electronic records. KNADS need to adopt electronic records models developed by National Records and Archives Service of South Africa, National Archives (UK), the ICA, and the National Archives of Australia.

Conclusion
The empirical research findings reported in the paper reveal that apart from South Africa, most countries in the ESARBICA region face various problems in managing electronic records. To enhance the management of electronic records in the ESARBICA region, there is need for governments and directors of National Archives within the ESARBICA region to implement the recommendations proposed by various records and archives management researchers/scholars and practitioners, as highlighted in the current paper.

Suggestions for further research
Further research should be conducted to establish the current state of electronic records management within the framework of e-government and public service delivery initiatives within the ESARBICA member states. More research is also required to establish how the current state of electronic records management will impact on proposed Freedom of Information (FOI) legislation initiatives in ESARBICA member states.

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Further reading


About the author

Henry N. Kemoni is a Senior Lecturer and Head, Department of Library, Records Management and Information Studies, School of Information Sciences, Moi University, Kenya. He is a member of editorial board, ESARBICA Journal and the East African Journal of Information Sciences. Instrumental in developing curriculum and launching of the Master of Philosophy degree programme in records and archives management at the School of Information Sciences, Moi University in 2007. Served as member, Kenya National Archives Public Archives Advisory Council (2006-2008). Research interests include: research methodology, records management and public service delivery, knowledge management, e-government and education and training of recordkeeping professionals. Henry N. Kemoni can be contacted at: hkmconi@yahoo.com

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