Transforming Service Delivery in Uasin-Gishu County, Kenya through Enhanced E-Records Management Solutions

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Abstract

This paper examines the management of e-records at Uasin-Gishu County, Kenya and assess its impact on service delivery in the county. The specific objectives of the study which led to the chapter were to identify the services provided by Uasin-Gishu county headquarters using electronic records; investigate how e-records are managed at Uasin-Gishu County; find out the correlation between electronic records management and service delivery at the Uasin-Gishu County headquarters; and analyse the challenges faced by Uasin-Gishu county government in the management of e-records. The study was based on the records continuum model developed by Frank Upward (1980) and the Service Canada model developed by the Canadian government (2005). It utilised a qualitative research approach based on a case study design. The study population comprised of 112 respondents drawn purposively based on their work experience in records management services in various departments of Uasin-Gishu County headquarters. The findings of the study indicate that Uasin-Gishu County headquarters generates vast volumes of paper records. It also revealed that the County headquarters faces challenges in electronic records management. Some of the challenges include poor storage of electronic records, slow retrieval of records, among other shortcomings. This has consequently affected the overall service delivery at Uasin-Gishu County due to inefficiencies. The study recommends the adoption of a comprehensive e-records management and service delivery model which links records management and service delivery.

Keywords

Electronic records, records management, service delivery

1 Introduction

Records are important information resources for organisations. They are used by public service agents, like governments, to make informed decisions based on facts they carry. Therefore, they are relevant to political and socioeconomic activities for a people (Kemoni, 2007). According to Smith (2008), records are essential to the business of all organisations. They are used to support the delivery of services by documenting policies and statutes as well as determining what services are provided, who does what and how much it costs among so many functions. Records also support administrations by providing information for the direction, control, decision making and coordination of businesses. They document rights and responsibilities, legal provisions, evidence of work of public authorities and are useful for future research. Cox and Wallace

(2002) corroborate the assertions by stating that accountability and transparency can only be possible when relevant information is available.

The ISO 15489 standard defines records as information created, received and maintained as evidence and information by an organisation or person in pursuance of legal obligations or in the transaction of business. Cox (2001) explains that records have been wrapped up with standards and other forms of activities they are used in. He asserts that all forms of definitions that include information, data, structure, origination or end user potential have transformed the way records are viewed and therefore hold a potential of blurring the understanding of what records really are. He settles on a definition of records as extensions of the human memory, purposefully created to record information, document transactions, communicate thoughts, substantiate claims, advance explanations, offer justifications and provide lasting evidence of events.

According to Wamukoya and Mnjama (2007), e-records are the recorded information, documents or data that give evidence of policies, transactions and activities carried out in e-government and e-commerce environments. These could be categorised as text files (files produced by word processing programs or by other software); data files (computer-generated files that keep numeric and sometimes textual information as quantitative values so that numbers can be manipulated using arithmetic processes); analogue audio and visual records (sound documents and images to be played back);disaggregated data; databases; machine instruction sets (records created by the action of intelligent machines); image files; and digital documents.

2 Purpose of the Study

The purpose of the study on which this chapter is based was to examine the state of electronic records management at Uasin-Gishu County headquarters and its contributions towards service delivery with a view to developing an appropriate framework that aligns e-records management with service delivery.

The specific objectives of the study were to:

Establish the services provided by Uasin-Gishu County headquarters using electronic records; Investigate how e-records are managed at Uasin-Gishu County government headquarters; Analyse the correlation between electronic records management and service delivery at the Uasin-Gishu County headquarters; Identify the challenges faced by Uasin-Gishu County

government in the management of e-records; and to propose a suitable framework that aligns electronic records management with service delivery.

3 Theoretical Framework

The study applied the records continuum model (1980) and the Service Canada model (2005). They are discussed hereunder.

3.1 The Records Continuum Model

The records continuum model was formulated in the 1980s by Australian archival theorist Frank Upward based on four principles (Ngulupe 2006):

1. A concept of "record", inclusive of records of continuing value (archives), stresses their uses for transactional, evidentiary, and memory purposes, and unifies approaches to archiving/recordkeeping, whether records are kept for a split second or a millennium.

2. There is a focus on records as logical rather than physical entities, regardless of whether they are in paper or electronic form.

3. Institutionalisation of the recordkeeping profession's role requires a particular emphasis on the need to integrate recordkeeping into business and societal processes and purposes.

4. Archival science is the foundation for organising knowledge about recordkeeping.

The records continuum model was the preferred model because it places particular emphasis on the need to integrate recordkeeping into business processes. The model also describes the processes for managing records (paper as well as digital) from the point of creation.

3.2 Service Canada Model

The researcher triangulated Service Canada Model with the records continuum model. It is a comprehensive model that aims at excellence in service provision. Service Canada model, developed specifically for the Canadian government, provides Canadians with a single point of access to a wide range of government services and benefits. It is committed to improving services for Canadians by working with partners to provide access to the full range of government services and benefits that Canadians want and need through the Internet, by telephone, in person or by mail.

These two theories were sufficient to inform the study since they are wholesale in matters of electronic cum paper records management approaches and they addressed the two objectives that touched on them,

4 Methodology

The study anchoring this chapter used a single-case study approach of Uasin-Gishu County headquarters. This case study was chosen to examine records management and service delivery at Uasin-Gishu County headquarters as a function and its impact on service delivery strategies of the County government. The information collected assisted in developing a framework that brings the two tasks together into the County government operations. A qualitative study approach was used to identify the services the County government offered and integrate the participants' perceptions and views of the topic under study. The study population comprised of 112 respondents who included representatives of the ten (10) Chief Officers of Uasin-Gishu County, twenty two action officers (22), twenty five (25) records officers and fifty five (55) clerical officers.

Table 1 presents the composition of the population.

Table 1: Study population

Cadre	Target Population	Sample size at Saturation level	Percentage
Chief Officers	10	6	60
Action Officers	22	10	45.4
Records Officers	25	15	60
Clerical Officers	55	20	36.3
TOTAL	**112**	**51**	**45.5**

Due to the relatively small number of respondents involved in the study, a census inquiry was adopted. Fraenkel and Warren (1993) explain that census is the total enumeration of the study population. This method is used when the target population is small. The authors purposed to interview the entire population. However, they reached saturation level after interviewing 51 respondents. Data was collected using a combination of semi-structured face-to-face interviews, and an observation checklist. Data was analyzed based on the deductive approach. The researcher predetermined the findings structure guided by research questions.

5 Findings and Discussions

5.1 Records management practices at the Uasin – Gishu county government headquarters

The Uasin-Gishu County government headquarters has two separate registries. The major one, referred to as the central registry, deals with varied records. The other one is for human resource records. The registries are administered by a total of twenty-five staff members. This registry uses a simple classification scheme that denotes the file ownership based on an acronym of the matter. Examples include ADM for administration and EDU for education. The major records kept by the central registry are land records organised in blocks. These blocks are a representative map of the entire Eldoret metropolis. The records contain land registration details (L.R. numbers) as well as copies of ownership details such as title deeds, search, and any literature on the particular land.

5.2 The use of e-records at the Uasin-Gishu County headquarters

The study sought to find out from the respondents how Information and Communication Technologies (ICTs) have been harnessed to manage records and provide consequent services at the County headquarters. The respondents were asked if there were ICT installations in the County headquarters that supported records management. All the respondents said that there was ICT infrastructure at the County headquarters that supported records management on various levels. One respondent stated:

> *"Although there is the Integrated Financial Management and Information System (IFMIS) in place, the ICT personnel gave only technical support to maintain the created or received records in the system"*

Another respondent, however, contradicted his/her colleague when she stated that:

> *"The ICT personnel managed all the records in the system and manipulated their use since they controlled all the hardware and software therein"*

This implies that electronic records and ICT-based information resources had no definite managers or policy makers. Thus, the status of e-records management was unclear at the County headquarters. Four respondents stated that e-records management was the responsibility of the respective departments which determined what was considered records and therefore stored for future use while the rest was disposed of. Areas that are earmarked to provide online services

include e-revenue, hospital, government human resource information, enterprise fund, job and advertisements. The upcoming County government data centre had various aims as mentioned by two chief officers. These included a much more vibrant local area network (LAN), development of a management information system for the entire county government and linkages with all the county departments. Ten action officers were asked to state the record formats maintained in their sections. Six respondents said that they had paper records while four stated that they had both electronic and paper records. When asked the type of electronic records in their custody, they identified e-mails and CD-ROMs. The respondents were asked to give information on the maintenance strategies applied on the electronic e-records and they gave the following replies:

> *"E-mails received at the County headquarters and the Action officers had the mandate to pick the most important ones to be kept in any electronic storage media of choice or be printed and kept as paper records".*

> *"Records within the county system and data centre belonged to the respective county departments while the hardware and software was managed by the ICT section".*

The records officers were asked to identify the type of e-records the registries managed. Eight of them reported that it included electronic records. The types of electronic records mentioned included e-mails, websites and CD-ROMs. When asked about the practises and procedures applied in the management of records at the County headquarters, ten respondents replied that no specific practices and procedures existed. When asked to explain who managed the electronic records at the County headquarters, eleven respondents answered that it was upon the respective County offices to manage them. To the question on who is in charge of the security of electronic records, some replied that it is the responsibility of the ICT department and or the action officers and their office staff. When probed on their knowledge of ICT and electronic records, all the fifteen respondents answered that they had no formal training on how to handle electronic records. These respondents were further asked whether they had any experiences on loss or damage of electronic records and all the fifteen respondents answered in the affirmative and admitted that ICT and electronic records management faced a lot of challenges at the County headquarters.

The Clerical Officers were asked whether they had skills on how to manage paper and electronic records. Six respondents indicated that they had the knowhow on both paper and electronic

records. Eleven stated that they lacked skills on the management of electronic records while three thought they were not fully knowledgeable on the management electronic records. All the clerks acknowledged the existence of ICT installations at the County headquarters that support the management of e-records. When further probed on their knowledge of ICT applications that supported records management the following answers were received, the identified emails, IFMIS, DVD/CD ROMs, and County web sites. The IFIMS project was identified as a system that purely used ICT applications at the County headquarters. Four respondents explained that IFMIS generated a lot of paper records as well. These records, they indicated were often used by the County chief officers and action officers to procure and verify financial transactions of the County government.

All the respondents said they were satisfied with the allocation of computers at the County offices. The respondents also held the view that networking of computers had made a big impact on the County systems and many databases could be accessed by staff members with ease. They noted that the County clients are nowadays served faster unlike before since in-house database systems are used to process payments. Therefore, queries are faster responded to promptly.

ICTs come in handy since they facilitate cheaper and reliable communication between departments.

Through observation, they study found out that Uasin-Gishu county government had invested a lot on ICTs. Many offices at the County headquarters had desktop computers. There was a lot paper processes in place with little ICT applications in use to manage records. The registries and County offices had personal computers for all the staff who served therein. A network system of computers was also in place. ICT and record functions were intertwined at the County headquarters. Consequently, ICT personnel controlled electronic records activities as opposed to records managers.

5.3 Correlations between e-records management and service delivery and its impact on the services offered by Uasin-Gishu County Government

The study examined the impact of e-records management on service delivery at the county government headquarters. The respondents pointed out the following as the benefits that are accrued from the use of e-records at the county government headquarters:

> *"ICT unit is now a fully-fledged department in the County government and therefore e-records concept is clearly defined"*

> *"Inception of the data centre by the County government is a milestone. Four chief officers said that the data centre had drastically brought down costs in records management in terms of low paper usage and shared information resources in the client/server computer resource applications"*

> *"The use of the County revenue collection and management system had reduced expenses in terms of personnel costs and the wider scope attained by the e-records availed to the public on the web. The County government, for instance, could now collect parking fees through mobile platform M-Pesa without staff interventions"*

> *"The use of IFMIS system is an ideal platform that is fast and reliable. The nation-wide interconnectivity of IFMIS also alleviated corruption and saved communication costs. Availability of an audit trail has led to responsible financial expenditure"*

> *"The records provided for by the county government facilitated the performance of the IFMIS project and the data centre consequently stored transactions undertaken"*

The respondents, however, considered the following as some of the weaknesses attributed to the use of e-records:

> *"Lack of a comprehensive records management policy that covered e-records. This impeded a good records management practice and hence service delivery"*

> *"Little appraisal and disposal done on e-records; This had brought about maintenance of unsuitable, non-current e-records in the data centre. As a result the ICT staff wasted storage space. It also resulted in slow retrieval of records"*

"Duplication of records: Some records are both in paper and electronic formats. This has led to wastage of space and funds of the county government"

"Poor management of e-records due to lack of policy"

"Inadequate staff trained and skilled in records management including digital preservation and records management"

"Technological obsolescence caused by the ever-changing technologies such as hardware and software"

"Poor maintenance of computers and storage devices by ICT personnel; this had resulted in failure to capture, store and disseminate crucial information required by the County government for service provision"

The respondents gave the following suggestions as strategies that could improve e-records management at the County:

- The County government could team up with other service providers and nongovernmental organisations resident in the county to provide a wide variety of services. An example given was web-based services to ease congestion at the County headquarters.
- Some of the devolved ministries, like heath, had better recordkeeping systems which could be adopted by other service areas.
- The establishment of *huduma* centres could provide a model for service provision for the County government together with other national agencies.

5.4 Challenges faced by Uasin-Gishu county government in the management of e-records

Another objective of the study was to identify the challenges faced by Uasin-Gishu government in the management of records for service delivery. Four chief officers identified lack of a comprehensive policy on records management as one of the challenges faced by the County headquarters. The respondents explained that existing manuals did not comprehensively address the needs of all types of records that were received and generated by the County government. According to one chief officer, space is a major handicap in records management at the County headquarters. The chief officer in charge of the registries stated that the problem of space started

immediately the County government was established. He noted that the volume of records rose due to the increase in the number of staff and mandate of the County government. Two chief officers stated that a policy on records management was lacking. This had led to haphazard records management practices which consequently affected service delivery at the County headquarters.

Three chief officers were of the opinion that the devolution of some national government ministries meant more records at the County headquarters. This resulted into too many records being transferred to the County headquarters with little or no appraisal and disposal being done. One chief officer stated that land records were complex due to the approach adopted by the now defunct local authorities which operated at the County. An example given was that parts of land in Uasin-Gishu County before devolution were under the control of the defunct local authorities that operated in the County while others were under the then central government. The merging of the local authorities into one County government meant harmonisation of all land records into one. However, lands ministry was not devolved. This meant that the national government remained in charge of land records alongside the County government.

Failure by the County government departments to capture all the information in its operations is also an impediment that continues to affect services provided by the County government. Five chief officers noted that many meetings happened without proper communication being recorded for documentation purposes.

Conflicting records keeping practices adopted by different County offices was identified by two chief officers as a weakness on records management. The finance department, for instance, did not classify records based on records management principles. Failure to hire trained staff in electronic records management was highlighted by four chief officers who spoke about inadequacy of skilled records managers and low morale due to mismatch of skills. Lack of a disaster preparedness and recovery programme at the County headquarters could also jeopardize County records management services should a problem occur in the headquarters.

The following response given by one respondent summarises what majority respondents said:

"The e-records management process experiences slowness due to missing files, slow procedures in use, little space, manual systems and inadequacy of staff to man a sound records management system".

The chief officers were of the opinion that the present manual system contributed to poor service delivery at the County government. They were optimistic that the data centre would see all departments of the County government network their services through computerisation.

Other challenges included:

"low funding of e-records management system";

"inadequate supervision by Kenya National & Documentation Services on e-records management"; "low professionalism in systems and records maintenance resulting in inefficiencies in managing e-records";

"changing governance structures and service delivery strategies demanding newer technologies to address compatibility and operability of old and new systems at the County level";

"poor maintenance of ICTs, computers and storage devices caused by computer failures and virus attacks;

"data integrity and security challenges; and

"low ICT services among staff in other departments who lacked computer literacy skills.

6 Conclusion

County government functions rely on effective records management infrastructure. A reliable records management system leads to effective County operations and the ability to apply past experience for present and future guidance. The records should be able to present or represent business transactions or activities that brought their creation. This study established that services of Uasin-Gishu County government depended on properly managed records for efficiency in service provision. The findings agree with IRMT (1999) which noted that in many African countries records management was widely seen as a lower grade service area that received little attention in the manner information is created, structured and managed. Despite the recognition by the respondents that records management was of great importance to the work of the county, records were still poorly managed. Though most of the staff interviewed at the county headquarters was aware of the significance of records management to business processes, records management function was found to be low key. This is attributed to the lack of a records

management policy in the county headquarters. There were no comprehensive documented procedures and laid-down protocols for the records management programme.

Staffing for the records management function in the County headquarters was inadequate. There are few records management professionals in the County headquarters and some of them had been deployed to perform non-records management duties. In many departments, the staff performing records management duties did not have any formal training in e-records management. The County government had not been active in facilitating continuous training to the records management staff which had consequently contributed to poor service delivery. Johare (2006) argues that people need to be capacitated through training and education to provide skills and knowledge to run an effective records management system. The records management system currently in use is largely manual. The study established that there was very low usage of ICTs in the management and utilisation of the county records. Similarly, there was no ICT policy on records management. This has compounded into lack of a records management input on the existing ICT installations at the county headquarters.

The findings of the study revealed that besides the records challenges the County government faced other types of challenges that ranged from policy, governance structure, operational, financial, compliance, technical and security. This is a ground for an ineffective records management system. These findings are in support of Shepherd's (2006) assertion that records in organisations where records are not properly managed will be inadequate for the purposes for which they are needed.

The findings revealed that poor e-records management impacted negatively on service delivery activities at Uasin-Gishu County headquarters. Failure to properly manage records had compromised the ability of the County government to meet its legal, regulatory and compliance obligations and has created significant overhead costs in the County government. The study also found that there existed ineffective processes for the creation, use, protection, retention and disposition of information. Records are critical components of prudent financial expenditure, auditing, compliance, strategy, transparency, accountability and many other services.

It can therefore be concluded that records management is a service delivery function and can be an effective tool in improving services provided by Uasin-Gishu County government. This

agrees with the view held by Wamukoya (2000) that records management programme is key in maintaining and upholding three domains namely: business, accountability and culture for the sake of good democratic governance in the public sector. The study therefore concludes that the poor state of records management at the county headquarters had contributed to inefficiencies in service delivery of the county government.

7 Recommendations

The study revealed gaps and weaknesses in e-records management systems and practices at the Uasin-Gishu County headquarters which undermined service delivery. The following recommendations can help to strengthen records management as a critical success factor of service delivery at Uasin-Gishu County headquarters:

7.1 Development and implementation of an e-records management programme; implementation of policies and adoption of standards in records management

The study revealed a lack of e-records management policies, standards, guidelines and ideal procedures at Uasin-Gishu County government headquarters. To deal with the weaknesses and lack of records management programme, the Uasin-Gishu County government should develop policies that address programmes for the entire county government. This should standardise records access so as to ensure professionalism in records management that supports service delivery. The programme should capture all business process activities of the county government. It should strive to set records management standards through the records continuum from creation to disposition of records across the unique and entire county government business activities.

7.2 Staff recruitment, training and capacity building for records management personnel on e-records management

Having a qualified records manager to oversee records management activities at the county headquarters will provide leadership that is currently lacking at the County headquarters.

7.3 Automation of records management services and networking of departments

The registries should automate file tracking activities by introducing computerised file tracking systems. This will address concerns raised by the respondents of long retrieval periods due to loss, misplacement and misfiling of records.

7.4 Integration of service delivery and records management

The study recommends that the County chief executives should invest more resources to ensure improved electronic records management as a basis of proper service delivery throughout the County.

7.5 Vital records management and disaster management and recovery programmes

The study revealed that the county had not implemented vital records and disaster preparedness and recovery management programmes. This meant that in cases of disasters, there would be loss of information or the response could be slow

7.6 Top county government support

The study recommends that the County top executives should give maximum support to records management activities in form of policy and increased budgetary allocations.

The Proposed Records Management Cum Service Delivery Model

Step 1: Top Management Support

- Define objectives of the County government
- Provide leadership
- Provide a positive organizational profile
- Ensure availability and sustainability of resources
- Communicate the County government goals, quality policy,

Step 2: Conduct Record Audit

- Business Process Analysis
- Establish effectiveness of Information Flows
- Determine adequacy and suitability of equipment
- Investigate existing capacity and identify the training needs required
- Establish the quality of records

Step 3:

Adopt Legal and Policy Frameworks

- Determine legal framework in line with County government objectives
- Formulation of records management based on service provision
- Development of service delivery standards
- Integration of records management and service delivery standards
- Development of communication standards

COUNTY GOVERNMENT DEPARTMENTS

| P S M | ICT | AGR | H S | EDU | F &P | T, I, C, T& W |

Step 7: Improvement structures

Systems audit and evaluation

Performance monitoring and evaluation

- Instilling corrective action
- Best practices
- Reviewing of records management and service provision policies regularly

| L, P &H | W, E, E &NR | RT &P L |

COUNTY RECORDS MANAGEMENT

Step 4:

Resource Allocation

- Budgetary allocation for records management
- Provision of physical resources, e.g. storage equipment, storage space
- Establish ICT

Step6:

Redesign and Restructure records management processes

- Develop a records management delivery work plan
- Implement the work plan
- Process records management
- Establishing teams
- Putting in place effective

Records Capture & registration

Records Access

Records Automation & Digitization

Records Storage& Preservation

Records tracking

Records Disposition

Step 5:

Capacity Building

- Records Management skills
- Interpersonal relationship skills
- ICT literacy skills
- System administration skills
- Technical expertise

Key:

PSM- Public Service Management

ICT- Information Communication and Technology and Electronic Government

AGR-Agriculture, Livestock and Fisheries

HS- Health Services

EDU- Education Culture, Youth Affairs and Social Services

F&P- Finance and Economic Planning

T,I,C,T&W-Trade Industrialization, Cooperatives, Tourism and Wildlife

L, P&H- Lands, Physical Planning and Housing

W, E, E &NR-Water Energy, Environment and Natural Resources

RT &P-Roads Transport and Physical Planning

Step 1: Top management support

- Analyzing the County government businesses functions and their records management requirements, assessing its aspects, applying the results and impact on service delivery

- Define the County government goals and objectives and giving leadership and guidance to achieve the same.

- Ensuring good records management policies for the sake of good service delivery and motivating staff to achieve them.

- Providing the county government profiles

- Providing resources e.g. qualified sufficient staff and appropriate information and records management infrastructure.

- Assess and manage service delivery to ensure sustainability.

- Fostering and maintaining working partnerships among top managers, record managers, and ICT staff, developing and implementing support systems to all records.

- Communicating the County government goals, services, policies, vision, mission and plans and ensuring these are understood by all stakeholders to support all aspects of the County government operations.

Step 2: Information and records management audit

- Establish business processes of the County government
- To analyze requirements of space, environmental and allied requirements
- Determining the records that exist to support the business processes therein
- Determining the equipment, suitability and adequacy to store records and communicate the same.
- Identify gaps that exist and planning for recruitment of staff dealing with records.

Step 3: Determine the legislations, policies and standards

- Determining the legal framework available in records management e.g. KN&DS CAP 19 laws of Kenya and Records Disposal CAP 14 laws of Kenya and service provision models.
- Developing of records management standards
- Developing communication standards
- Developing service standards
- Integrating quality services in the County government strategic plans
- Records management and service provision teams reporting their records management and service operations.

Step 4: Resource Allocation

This entails facilitation of the entire process and this will determine success of the entire operation. It Includes:

- Developing a sustainable budget which supports the record system and to address problems affecting records management.
- Provision of resources e.g. computers for ICT and storage equipment for records to ensure a proper environment for storage and security of records
- Installing ICT applications for the creation, storage and communication of records and allied equipment
- Employing qualified and competent staff to man the record system
- Appointment of quality champions to ensure continuous improvement in record management processes and quality service provision.

Stage 5: Redesign and restructure of records management processes and service delivery

This includes reorganization of the existing records management and service delivery systems at the Uasin-Gishu county headquarters.

- Identifying the strengths (service delivery process) (efficiency and effectiveness) and identification of opportunities for improvement.
- Establishing superior work plans. Service delivery goals should be emphasized with specific aim of making them achievable, realistic and being time bound i.e. (SMART) approach
- Identification of weaker processes based on human-to –human system and system-to system workflow
- Adopting best practice approaches
- Communities of practice should be cultivated
- Improving communication flow within the County government and eliminating bureaucracies that could bar effective communication.
- Benchmarking internally as well as service organization and making workflows on the correct paths
- Interconnecting quality initiatives of the County government into the normal service delivery systems.
- Informing staff on the need of a good records management for the of strategic and regulatory records management.
- Coming up with techniques like communities of practice, seminars, workshop, discussion groups, quality control with renowned professional bodies and between County governments and national governments within and without the County.

Step 7 Improvement Structures

This stage involves analyzing, monitoring and measuring the processes and the services to ensure their compliance with the laid down service delivery policies, service quality objectives, service charter, records management standards, procedures and guidelines.

- Instilling and undertaking corrective action to reduce non conformities. Identify root cause of problems of service delivery and records management and correcting them at the source before they produce undesired results.
- Preventive action should be instilled to prevent the recurrence of these non-conformities in future.
- System audit and evaluation can help in identifying the non-conformities. These audits can start from internal quality audits and proceed to external audits in order to ensure reliability and the integrity of the audit process.
- Continuous improvement is aimed at developing and improving people, processes, technology and the capabilities of employees and machines.
- Service provision ambience needs to be designed to meet customer expectations.
- Regularly reviewing the records management and Quality service policies and procedures and guidelines to ensure that they keep up to date with changing circumstances and reflect any changes in legislation affecting records and service provision.
- Documentation of quality policies, quality objectives, county-wide work procedures and quality manuals
- Maintenance of records that facilitate effective planning, operation and control of the county business processes
- Working cooperatively with ICT professionals to design, implement and improve records management, information architecture and the accessibility of information
- Integration of records management expertise and strategic business skills in developing policies, standards and systems

The records management and service delivery and by extension the ICT department, is intertwined in the model since all information relating to the program linked into the system at every stage and resultant reports are generated by the system. All the steps in the program are implemented in a continuum without any breakings hence it is a continuous process.

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