

Assessing the Effectiveness of Records and Archives Management Department (RAMD) in improving records management at the Temeke Municipal Council, Tanzania

Said Shaban Hassan

Abstract

This paper presents the findings of a study that was carried out to assess the effectiveness of Records and Archives Management Department (RAMD) in improving records management at the Temeke Municipal Council (TMC), particularly determining the state of records management systems established by RAMD, finding out awareness programs on legal frameworks conducted by RAMD to raise awareness among staff and finding out general records management support provided by RAMD at the TMC. The study employed mixed methods research design where by data for the study were obtained through the use of interview, questionnaire, observation, journals, articles, unpublished dissertation and government newspapers. The study had a sample size of 88 respondents who were purposively selected from the targeted population. Key findings revealed that RAMD is not effective enough to address issues of records management systems, awareness programs for better management of records, supporting transfer of semi-current records to records centers and congestion of files. The study concludes that the role of RAMD in improving records management at the TMC was not effective. Following the highlighted challenges the study recommends RAMD to; create awareness programs, providing adequate space for storage of closed file and advices public offices on better systems for records management.

Keywords: Records management; RAMD, Records management system, Legal frameworks

1.1 Introduction

Effective functioning of public offices is largely depending on availability of reliable records that serves as key for decision making (Kamatula, 2010). Government officials need records to make informed and quality decisions. The need for precision, worthiness and rationality in decision-making, require decision makers to have access to reliable and accurate information (Magaya, 2010). In the absence of reliable information, it is difficult to reduce uncertainties in the decisions made. Thus, relevant, quality, and timely decisions require availability and accessibility to reliable, complete, accurate and authentic information (Kamatula, 2010). Effective management of records enhances compliance of legal frameworks, assists on risks associated by litigation, timely decision making, and transparency and accountability, which

promotes efficiency and effectiveness in public offices (Maseh and Mutula, 2015). In order to ensure effective records management, government in various nations established independent records management departments to coordinate and supervise records practices in public offices (Kemoni and Ngulube, 2007).

With regard to the essence of records management in public offices as provided in paragraph above, Kemoni & Ngulube (2007) identified different initiatives adopted globally in establishing records management agencies to ensure effective records management in public offices. United States of America (USA) established National Archives and Records Administration (NARA) which was mandated to oversee all records management activities in public offices and collect and preserve federal records with continuing values. Similarly, Australia also developed National Archives to ensure best practices through developing records management policies, procedures and guidelines which guide actions of records practitioners for best practices (Kemoni and Ngulube, 2007).

Governments in Africa have also established departments for records and archives management. For example, South Africa has established National Archives and Records Service (NARS), Botswana has established Botswana National Archives and Records Services (BNARS) and Kenya has Kenya National Archives and Documentation Service (KNADS). In this point of view, Ngoepe and Keakopa (2011) provide that these institutions are important at ensuring effective management of records and archives.

Like other countries in Africa, Tanzania has also established a department to deal with records and archives in a country named Records and Archives Management Department (RAMD). Magaya and Lowry (2011) added that RAMD is vested with power of overseeing management of records archives in public offices. It is also given a mandate of installing records management systems, establishing procedure for timely disposition of records, creating awareness of legal frameworks in Tanzania public offices. By recognizing scarce of space to most of public offices the Government of Tanzania decided to build National records centres in different regions in Tanzania including Dodoma, Mbeya, Dar es Salaam, Mwanza and Arusha. These records centres were handed to RAMD so they can assist public offices from providing storage space to closed files as a means of reducing congestion of files in public offices. Following the above initiatives of the government to strengthen RAMD functions, the study sought to investigate effectiveness of RAMD in improving management

of records and archives in public offices.

1.2 Statement of the Research Problem

Effective records management is a key to success to any organization (Kalusopa & Ngulube 2012). The government of the United Republic of Tanzania (URT) recognised the important role played by records in supporting development and decided to initiate the independent department named RAMD. RAMD was vested with powers to ensure public records are properly managed throughout their life cycle (The Records and Archives Management Act, 2002). Despite the establishment of RAMD to oversee management of records in public institutions such as TMC, the situation of both records and archives in public institutions is not satisfactory. Studies conducted by (Mwela, 2007; Ndenje-Sichalwe, 2010; and Marwa, 2015) reveal that records in public institutions in Tanzania are at the risk of getting damaged, misplaced and lost forever due to improper management. According to Mohammed, Mwangike & Rasheli (2017) recordkeeping systems in Tanzania municipalities face many challenges in managing records. These results create a doubt on the effectiveness of RAMD in supporting records management practices in researched public offices as well as municipal councils. In the view of this, the current study sought to assess to what extent RAMD is effective in rectifying the revealed problems in public offices by referring to Temeke Municipal Council.

1.3 Objective of this Study

General objective of this study is to assess the effectiveness of RAMD in improving records management in TMC, particularly;

- i. To assess the state of records management systems established by RAMD at the TMC,
- ii. To assess staff awareness programs on legal frameworks conducted by RAMD at TMC
- iii. To find out records management support provided by RAMD at TMC

Literature Review

This section reviews literatures on records management system, and the state of records management department in supporting records management in public offices

Records Management Systems for Records and Archives

Public service agencies in the world, including Africa, are obliged to use approved systems for managing records. The most prominent is a classification scheme that forms a basis for enhancing organizations' approved systems of managing records (Cunningham & Robertson, 2002). This is in conformity with guidelines and standards of records and archives (Mhina, 2012). In this vein, the records management system should be prepared and compiled by an individual organization, for further approval by the National Archives. National Archives are responsible for preparing guidelines, standards and managing systems and in advising public offices on issues of records and archives management (Magaya, 2010).

The success of records management in developed countries depends on installment of effective records management system, Acts and policies in public offices by National Archives. Smith (2007) posits that the UK succeeded in the management of records and archives because of developing and implementing records management systems, Acts, standards, policies and guidelines. According to Cunningham & Robertson (2002), Australian public offices have managed to implement policies and guidelines such as Records Management Instructions Guidelines of 2002 established by National Archives to guide records management systems in both paper and electronic format. Furthermore, the Australian Standard International Standards Organization (AS-ISO 15489) has been implemented in order to enhance effective records and archives management in public offices of Australia.

In the context of Tanzania RAMD is mandated to approve records management systems that can better suit Tanzania environment. According to Registry Procedure Manual of 2007, Public institutions are required to install keyword filing classification system which bases on organizational functions and addresses weaknesses of other systems. Ndemanisho (2014) argues that despite to the fact that there is no universal records management system that should be applicable across the world but the choice of system will depend on organization functions. The study conducted by (Kamatula, 2010; Ndemanisho, 2014; and Marwa, 2015) in Tanzania public offices did not find keyword classification system, instead numerical, alphabetical and alphanumeric classification systems were commonly used system in classifying and keeping records. These resulted to poor retrieval and access of records for timely decision making (Kamatula, 2010). The findings indicate lack of implementing keyword system in public offices which could be insisted by RAMD. Therefore, this is one of

potential areas to determine the effectiveness of RAMD since RAMD was mandated to ensure effective records management system to support efficiency, effectiveness and economy of URT.

The State of Records Management Departments in Supporting Records Management in Public Offices

Records management departments include National archives and Institutions vested the mandate of coordinating records management activities in public offices. For example, in the U.K, the management of public records is vested to the UK national Archives, formerly Public Records Office. According to Kemoni and Ngulube (2007) U.K National Archives have enhanced best practices in records management by ensuring records management procedures are implemented and public records with continuing value are preserved within national archives. The National Archives of UK have been influencing the compliance of best practices when managing records by providing guidelines and procedures for records management in public offices (Kemoni and Ngulube, 2007)

Mckemmish (1997) highlighted some developments achieved by the National archives of Australia when discussing the public sector records management situation in Australia. These include: promulgation of legislation favorable for management of public sector records such as State Records Act; reorganizing a strong organizational structure for supporting recordkeeping systems in the public sector; developing standards which are recognized as international standard for records and archives management; consolidating a continuum model; and developing research, programmes and standards for management of electronic records.

Based on the above literature review, it is evident that in developed countries such as UK and Australia, Archives have played a crucial role in improving effective service delivery, by ensuring good records management in public offices. In view of this, the National Archives in the mentioned nations have implemented the mandated functions in public offices and also provided adequate support towards records and archives management in public offices.

The situation is different in Africa. For example Ngoepe and Keakopa (2011) observe that NARS' support to public offices of South Africa was inadequate because public offices face challenges such as backlogs, misfiling and poor records management systems. Ngoepe and Keakopa (2011) further observed that, due to failure of NARS to implement the mandated functions, some heritage records were not transferred to National Archives, and there were no good procedures and guidelines for electronic records management for future reference and evidence to the public. Ngoepe & Van der Walt (2010) also found that (COGTA) failed to get destruction authority from NARS, despite several requests, which resulted in poor service delivery in public offices.

Ngoepe and Keakopa (2011) found out that most of public offices in Botswana had ineffective records management which was affected by poor support from BNARS. According to Ngoepe and Keakopa (2011) despite the mandate vested to BNARS, still the latter does not implement or issue records management system, policies and guidelines for effective records management in public offices. Lack of implementing records management system, policies, guidelines and procedures affect service delivery because sometimes there will be inadequate information to support decision making.

Kemoni and Ngulube (2007) assessed the strength of KNADS in Kenya towards supporting records management in public offices of Kenya and found out that KNADS does not support public offices effectively towards good records and archives management affected service delivery and accountability. They further also found out that, public offices failed to get adequate support from KNADS because KNADS lacked enough resource and government support.

The situation in Africa is worse compared to developed countries. The support provided by the National Archives is inadequate to improve records management for best practices towards improved service delivery and accountability among public offices.

In Tanzanian context, the management of records and archives is vested to RAMD, through the Records and Archives Act of 2002. Despite the mandated authority in public offices, the study conducted by (Mwela, 2007; Ndenje-Sichalwe, 2010; Kamatula, 2010; and Ndemanisho, 2010; and Marwa, 2015) in public offices identified challenges such as misfiling, backlogs and poor records management system, lack of records management

policies, lack of retention and disposal schedule, hence poor records management which affected improved service delivery and accountability among public offices in Tanzania. According to Kamatula (2010), the University of Dar es Salaam experienced poor records management because since its establishment, UDSM had never been visited by RAMD for auditing and providing technical advice for effective records management.

Based on the above analysis, it is clear that the role played by RAMD for improved service delivery in public institutions in Tanzania is marginal. However, since the establishment of RAMD to date, there is insufficient literature to show significant changes made by RAMD in this role. As such, the effectiveness of RAMD in improving records management in TMC was considered for review in this study.

Research Methodology

This study engaged mixed method research design which employs both qualitative and quantitative approaches. This method was adopted because it allows the researcher to use multiple sources of data collection thus it increases researcher confidence on findings of the study. This study was conducted at TMC, Dar es Salaam region, Tanzania. The TMC was selected because it was considered as one of the largest municipals in Tanzania and its socio-economic potential enhances its ability to produce large amounts of records emanating from such activities. The study engaged 88 respondents who were purposively selected from population of 104 employees. This sample size was categorized into three groups including; 14 management level staff, 58 action officers and 16 records personnel.

Triangulation method was employed where by secondary data collection and primary data collection such as questionnaires, interview and observation were employed. Two different sets of questionnaires were self-administered to records personnel and action officers respectively; Interview was conducted to top management level; and Non Participant Observation' method was utilized in order to supplement other selected data collection tools. In the context of this study, observation was applied to Observation Guide which provided the assessment criteria to inspect records management practices, as well as serve to complement findings from interview and questionnaires.

To ensure that good quality valid and reliable data was obtained, different data collection techniques were used, and pre-tested. Both qualitative and quantitative data analysis approaches were employed in this study. Ethical aspects were adhered to as all respondents were informed about the purpose of the study; research clearance letter was obtained from

UDSM to visit TMC, as well as TMC internal research clearance was also granted.. Similarly, the purpose of research was verbally explained to individual respondents during data collection and all respondents were assured of confidentiality.

Data Presentation and Discussion

Effectiveness of Records Management Systems Established by RAMD at TMC

Objective number one of this research sought to examine effectiveness of the systems which guide the management of records at TMC. The filing classification system is supposed to be prepared and compiled by individual organization and further approved by RAMD. This is one area that determines the effectiveness of RAMD at TMC. In this context respondents were asked to state the systems used to manage records; indicate their Satisfaction with the Records Management System, and determining whether the existing system was installed or approved by RAMD

The first question was directed to both records management staff and action officer. Respondents were asked to indicate the records management systems used at TMC. The response is summarized in Table 1.

Table 1: Records management system used at TMC (N=65)

Records management system	Frequency	Percent
Keyword system	2	3
Numerical	7	11
Alphabetical	8	11
Alphanumeric	48	74

Source: Field data (2020)

As shown in Table 1, the majority 48 (74%) of the respondents cited Alphanumeric system as the records management system used at TMC, followed by 8 (10.7%) who cited Alphabetical system, 7(10.8%) cited Numerical system, while 2 (2.7%) respondent cited Keyword system.

Despite the data variation, researcher observed that alphanumeric system is used at TMC. When respondents were asked if the existing system was installed or approved by RAMD, all 65(100%) respondents disagreed that it was institutional initiative to install the existing records classification system. The same results were obtained from interview since one respondent claimed that:

“RAMD did not participate during installation of the system, as you see we are using alphanumerical system, if RAMD could have been participated, we could have installed keyword classification system” ... (R1)

The results evident that the system used at TMC was not installed by RAMD as a result TMC uses alphanumerical system instead of keyword filing classification system.

Action officers were asked to indicate their Satisfaction with the system on how it affects day to day activities. Responses are illustrated in Figure 1.

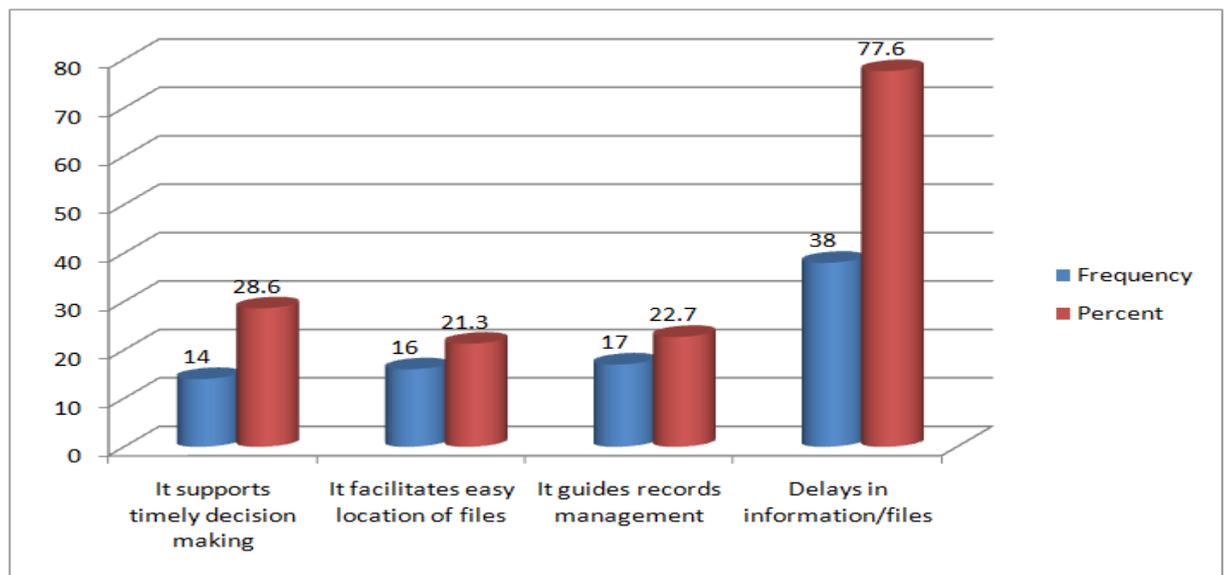


Figure 1: Action Officers Satisfaction with the Records Management System and how it affects their work performance (N=49)

Source: Field data (2020).

Figure 1 illustrates that 38 (77.6) respondents were not satisfied with the existing systems and procedures because they caused delays in information flow, hence hindered their day to day functions

From the findings above, it is obvious that action officers were aware that, in order to ensure effective management of the Municipal Council, good records management system must be in place. On the other hand it seems the system for managing records and archives in the municipal was not effective. This was expressed by the majority of actions officers who experienced delay in timely retrieval of information.

Matongo (2015) posits that records management system facilitates the keeping of complete records for any decision and action, and for future reference on day to day needs. The

situation at TMC was different since most users claimed that the system hindered the retrieval of information, which affects day to day activities. These findings corroborate those of Abuki (2014) who noted that, poor records management system in Kenya local governments affects retrieval of information and loss of files which in turn leads to poor performance and service delivery. Magaya (2010) contends that alphanumerical system faced many challenges which led to the establishment of keyword system which must be installed by RAMD. In this context, it was noted that the alphanumerical system was installed at TMC without assistance or approval from RAMD of which was not effective to meet users' requirements.

To sum up, the results reveal that records management system was not effective as one indicator of RAMD ineffectiveness at TMC. Records management system is supposed to be prepared and compiled by individual organization and further approved by RAMD; this practice has not been very effective. As such, the system established by RAMD for managing records is not appropriately applied at TMC.

Staff awareness Programs on Legal frameworks Conducted by RAMD

The second objective aimed at determining to what extent RAMD has supported TMC in providing awareness of Records management Acts, policies, regulations, standards and guidelines as legal tools for improved records management.

Records management staff were asked to state awareness on records management legal frameworks and regulations that support the creation and management of records in TMC. This was intended to ascertain staff awareness of the legal and regulatory frameworks governing the creation and management of records in the Municipal. Responses are summarized in Table 2.

Table 2: Staff Awareness on Records Management legal frameworks at TMC (N=16)

Category	Frequency	Percentage
Records and Archives Management Act No.3 of 2002	12	75
National Records and Archives Management Policy 2011	9	56.3

Source: Field Data (2020)

As shown in Table 7 above, 12 (75%) of the respondents were aware of the Records and Archives Act No.2 of 2002 and 9 (56.3%) were aware of the National Records and Archives Management Policy of 2011. However, no respondent mentioned other frameworks such as

the National Security Act No.3 of 1970, Retention/Disposal Schedule of 2005, and Guidelines for Personnel Records Management in Public Offices of 2013, as operating records management legal frameworks at TMC. When researcher asked respondents to indicate any training on the use of legal frameworks provided by RAMD, all 16(100%) respondents responded that RAMD has never provided training on records management legal frameworks.

From the findings above, it is evident that the majority of Records management staff respondents in this study were not aware of the availability of such legal frameworks as among those in use at TMC.

Records personnel mentioned only the Records and Archives Act No.2 of 2002 and National Records and Archives Management Policy (2011). Based on these findings it clear that none of them mentioned other legal and regulatory frameworks used in managing and controlling records in Tanzania generally, and at TMC in particular, Procedures and Guidelines for Managing Personnel Records in Public Offices of 2013, National Security Act No 3 of 1970 and Tanzania Records Retention and Disposal Schedule of 2005 depict a low level of awareness of these frameworks, amongst respondents. This result was associated by lack of availability of such legal frameworks at TMC as there was no any legal tool observed at TMC.

The findings also show that no institutional records management policies and guidelines were cited by respondents. In view of this fact, TMC lacks awareness on both national and institutional policies and guidelines. Although some respondents mentioned Records and Archives Management Act No.3 of 2002 and National Records and Archives Management Policy of 2011 of which were not observed at TMC, however, no Policy and Acts were observed at TMC. Through interview some respondents said they were aware of the Acts, as one interviewee commented, that:

" I know the presence of legal and regulations framework that govern the management of records and archives not in the municipal but in the Public like Records and Archives Management Act of 2002"(R9)

One interviewee stressed that:

"The legal and regulatory frameworks are inadequate Because there problems caused by the poor records management practices hence we experience difficulties in delivery of services to esteemed customers.... We face problems such as delay of files once are requested for executing official functions, presence of duplications of files,

too much paper based systems compared to what the central government is now implementing, i.e, e-office, leakage of information, congestion of files due to improper keeping, this has caused difficulties; when finding the closed files for reference matters, poor storage facilities, deny of citizens and employees right and delay of making right and timely decision making"(R5)

The statement shows how TMC face consequences of lack of regulatory frameworks to guide records management. Similarly Nengomasha (2013) stressed that although effective records management requires policies and guidelines for effective records management the ESARBICA regions are still behind on developing policies and guidelines. The current study has also observed the lack of policies and guidelines at TMC. The absence of legal frameworks had implications on services delivery at TMC because records are poorly managed. This creates difficulties for easy retrieval of information and for timely feedback and decision making in serving customers.

4.3 Records Management Supports provided by RAMD at theTMC

This objective sought to find out supports provided by RAMD in order to raise awareness and better management of records at TMC. The first question asked Records Management Staff to mention the specific areas where the TMC receives support from RAMD in the course of managing their records, from creation to final disposition. The response is illustrated in Figure 2

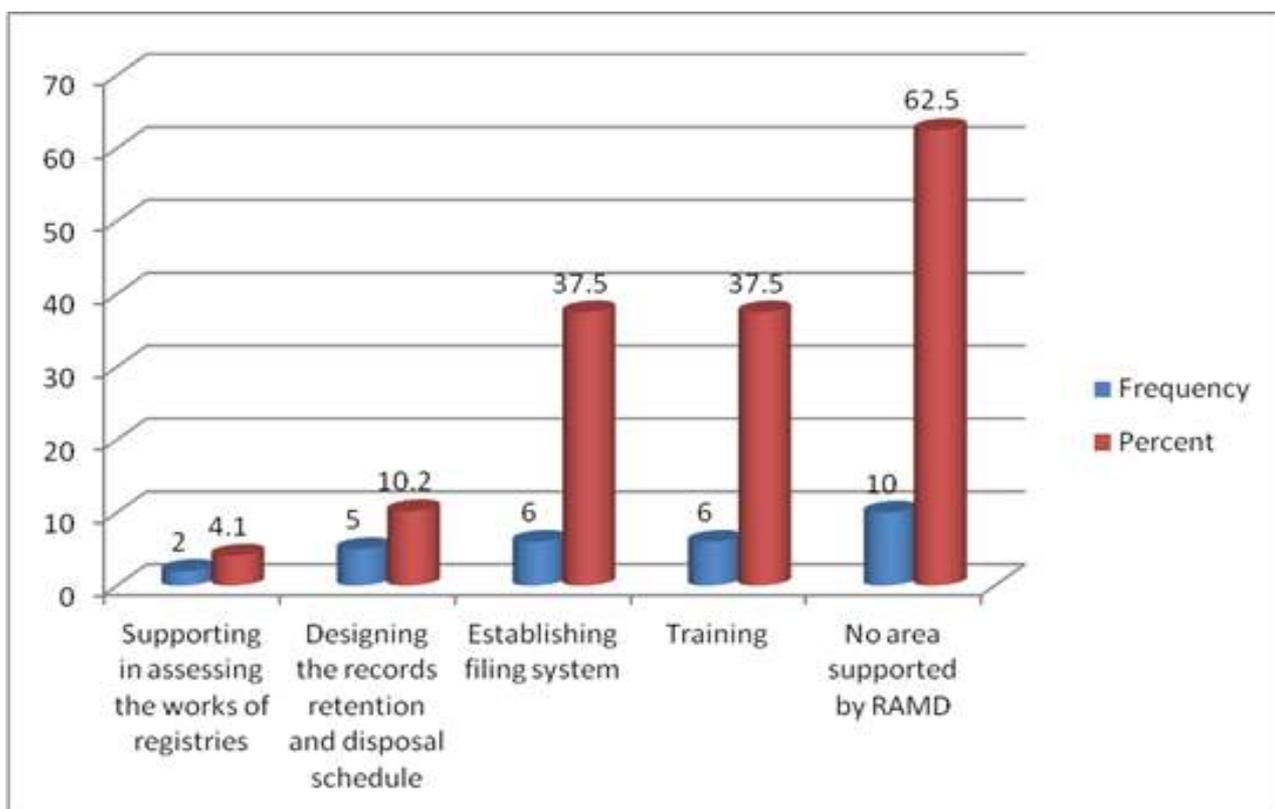


Figure 2: The support provided by RAMD at TMC on records management (N=16)

Source: Field Data (2020)

According to Figure 2, 10 (62.5%) respondents said the TMC do not receive support from RAMD, while 6 (37.5%) said that the TMC receives support from RAMD in the area of training on the management of public records, 6 (37.5%) respondents said RAMD supports TMC on establishing the filing system, 5 (10.2%) said support in the designing the records retention and disposal schedule for semi-current and non-current records, and 2 (4.1%) said support in assessing the works of registries.

Although some respondents revealed support provided by RAMD to TMC like training, designing the system and retention schedule, still majority said that TMC does not receive any support from RAMD. In respect of action officers, were asked the same question to respond whether RAMD provides support to manage records at TMC. Figure 3 illustrates the findings from Action officers.

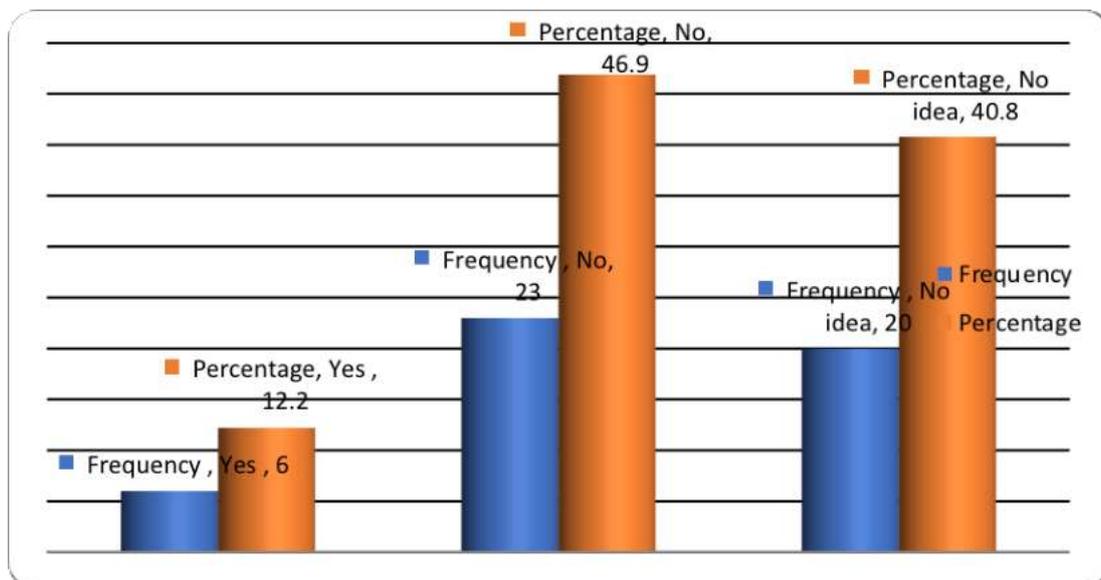


Figure 3: The support provided by RAMD at TMC on records management (N=49)

Source: Field Data (2020)

According to results in Figure 3, 23 (46.9%) of the respondents disagreed that TMC does not receive any support from RAMD, followed by 20 (40.8%) who said they had no idea if RAMD provides support in the course of managing records at TMC, while 6 (12.2 %) respondents agreed that TMC receives support from RAMD.

Based on these findings it is clear that majority of action officers indicate that RAMD does not provide support at TMC. 20 (40.8%) respondents were not aware of any support rendered by RAMD, since none of them mentioned any form of support extended to TMC by RAMD. In contrast, Records Management Staff said RAMD has assisted them in establishing filing classification system, specific retention and disposal schedule. These types of support, however, were not observed by the researcher. It may be assumed that either RAMD has directed TMC to establish new systems and guideline of which, are not implemented; or may be respondents were not aware of the actual support provided by RAMD to TMC. The researcher decided to confirm how RAMD has assisted TMC regarding the above, through interview.

"RAMD has visited our site once, they provided some guidelines on how to handle records though they did not install system for keeping records ".... (R7)

RAMD has managed to advice on best procedures for handling records from creation, maintenance and disposition. In this context, the researcher noted through observation, the availability and use of control tools such as incoming correspondence register, outgoing correspondence register, file movement cards/sheets and dispatch book. Further, RAMD has supported TMC in terms of training though was not conducted to records personnel. One of the respondents pointed out that a short term training course had been organized by RAMD and involved action officers who served in the department of human resources and administration. One interviewee pointed out that:

"There were general annual meetings for records and administrative personnel invited to attend, of which some few staff attended"... (R6)

Regarding to the above results, it is clear that despite the fact few respondents claimed that RAMD has supported TMC in managing records; still the provided support was inadequate to meet records management requirements.

Conclusion and Recommendations

Generally, the findings show that RAMD support was not effective at TMC since roles of RAMD were not implemented effectively at TMC. As a result, this situation hindered improvements of records management at TMC. In spite of the support provided by RAMD, it was revealed that the support was insufficient to promote effective records management and improvement of records management at TMC. RAMD has tried to support in terms of training and preparation of transferring records to record centre but training was inadequate to meet records management requirements, yet congestion is a problem at TMC. The main challenge that faces TMC was congestion of records, which indicates that appraisal and disposition were not undertaken at the TMC.

RAMD has to adhere to Records and Archives Management Act No.3 of 2002 by using mandate stipulated by the Act to support TMC in training on raising awareness of legal tools for records management, decongestion, appraisal and disposition of records. RAMD should implement its mandate of establishing and implementing procedure for timely transferring of semi current records at TMC. This initiative will be helpful for space saving and easy retrieval and access of records at TMC.

References

- Cunningham, K. & Robertson, A (2002). Establishing a High Standard for Electronic Records Management within the Australian Public Sector. *Records Management Journal*, 12(3) 79-86.
- ISO 15489-1 (2016). Information and Documentation-records Management. Switzerland. ISO.
- Kalusopa T and Ngulube, P. (2012). Record Management Practices in Labour Organizations in Botswana. *SA Journal of Information Management*. Vol 14, No 1, a513.
- Kamatula, A.G. (2010). Managing Records at the University of Dar es salaam, Tanzania. Master of Records and Archives Management Dissertation, University of Botswana, Gaborone
- Kemoni, H., Ngulube, P., & Stilwell, C. (2007). Public records and archives as tools for good governance: Reflections within the recordkeeping scholarly and practitioner communities. *ESARBICA Journal* 26, 3- 17.
- Magaya, C. and Lowry, J. (2011). The National archives of Tanzania fifty years after wright's *Report on the government records and public archives of Tanganyika*
- Magaya, C.G. (2010), "Fundamental of Records Management" Dar es salaam University
- Maseh, E. and Mutula, S. (2015). Policy, Legal and Regulatory Framework for Records Management in the Kenyan Judiciary, *ESARBICA Journal*, 34(1): 21-34
- Matongo, B., A. (2015). Role of National Archives in Promoting Sound Records Management in The Namibian Public Service. A Thesis Submitted to the School of Information Sciences in Partial Fulfillment Of The Requirement For The Degree Of Master Of Science In Records And Archives Management
- Marwa, H.C (2015). Records Preservation Practices At Temeke Municipal Council. Dar Es Salaam
- McKemmish, S. (1997). Proceedings of the Records Management. Association of Australia 14th National Convention
- Mhina, C.A. (2012), Mandatory tools for the Management of Records and Archives in Tanzania, Record Management Policy, Standards, Act and Regulations. Dar es salaam, Tanzania, Apex Graphics Publishers
- Mohamed, B., M, Mwangike R., L, Rasheli, G., A. (2017). Management of Records in Tanzania: Review and Appraisal of Applicable Theories and Examination of Selected Empirical Findings: *Journal of Public Administration and Governance* 2161-7104
- Mwela, A.C. (2007). An Assessment of Impact of Records and Archives Services on Public Service Delivery in Tanzania. Master of Records and Archives Management Dissertation, University of Botswana, Gaborone
- Ndemanyisho, A. J. (2014). Reflecting on Revenue Collection in Tanzania: What Went Wrong with Records? *International Journal of Education and Research*, 2(8): 118-126.
- Ndenje-Sichalwe, E. N. (2010). The Significance of Record Management to Fostering Accountability in the public service reform programme of Tanzania, PhD Thesis. University of KwaZulu-Natal; South Africa.
- Ngoepe, M. and Keakopa, S.M. (2011). An assessment of the State of National Archival and Records Systems in the ESARBICA region- A South Africa –Botswana Comparison, *Records management Journal*, 21(2): 145-160