Application of Records Management Best Practices To Service Delivery at the Ministry Of Energy and Petroleum in Kenya

Mr. Martin Munyao Mutiso*, Cephas Odini, Dr. Emily Bosire

Department of Library, Records Management and Information Studies, School of Information Sciences, Moi University, Usain Gishu County, Academic Highway, Eldoret, Kenya

Abstract: Ministry of energy and petroleum in Kenya has a vital role in supporting the Kenya government's development agenda. Despite having records management systems in place, service delivery at the ministry of energy and petroleum has been poor and inefficient. This state has been brought about by inadequate records management systems. Badly managed records adversely affect development agenda. Development projects are often difficult to implement and sustain effectively and efficiently in the absence of well managed records. The aim of the study was to investigate the application of records management best practices to service delivery at the ministry of energy and petroleum, Kenya and to suggest strategies for improvement.

Keywords: Records Management, Best Practices.

INTRODUCTION

International Standardization Organization [1] 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.

Further International Standardization Organization [1] states that records management includes activities such as setting policies and standards; assigning responsibilities and authorities; establishing and promulgating procedures and guidelines; providing a range of services relating to the management and use of records; designing, implementing and administering specialized systems for managing records; and integrating records management into business systems and processes.

Michael Roper and Laura Millar [2] state that in many countries of the world, public sector record-keeping systems are not just weak but have actually collapsed to the point where they do not function at all. This collapse has been particularly evident in countries that had once been part of European-dominated colonial regimes. In these countries, structured record-keeping systems were common, operating as part of a small, centralized civil service, often with a well-trained and experienced registry staff. Senior civil servants had an understanding of the importance of information management, having worked in the registries themselves early on in their careers. In the same context, Kenya adopted its records keeping system from the British on attainment of its independence in 1963 and it is evident through circulars issued since the colonial period. The records keeping system is still in application and not many changes have been made. The non-recognition of the records management units personnel, lack of trained officers, lack of office accommodation and equipment are issues which have not fully been addressed. This was highlighted in the report on streamlining the operations of registries in Government/Departments and Local Authorities for improved service delivery [3].

Establishment of records management units in ministries/departments was as per ministry of state for public service circular Ref. No. MSPS. 1/3/5A VOL. VIII/ (98) dated 23rd July, 2010 addressed to all permanent secretaries/ accounting officers. The circular stated that "records are critical in facilitating fast and informed decision making in the Civil Service. This was amplified in the Presidential Speech of 12th December, 2009 at the Nyayo National Stadium directing that registries be computerized in order to improve service delivery. It has been observed that currently there is lack of effective coordination and supervision of records management function in ministries and departments".

The shortcomings on the application of records management best practices to service delivery at government ministries necessitated the need to research on the application of records management best practices to service delivery at the ministry of energy and petroleum, Kenya.

OBJECTIVES OF THE STUDY
1. Determine the types of records available to support the application of records management best practices to service delivery at the ministry of energy and petroleum, Kenya
2. Establish the application of records management best practices to service delivery at the ministry of energy and petroleum
3. Establish the impact of records management policies to service delivery at the ministry of energy and petroleum
4. Determine the challenges encountered in the application of records management best practices to service delivery at the ministry of energy and petroleum
5. Suggest records management strategies appropriate to support service delivery at the ministry of energy and petroleum.

The results showed that a records management policy was not in place to support the records management system. The central records management unit's room was small hence difficult to accommodate the staff, equipment, furniture and the records. The study concludes that application of records management best practices to service delivery was hampered by inadequate application of contemporary records management systems and acute shortage of records management professionals

METHODOLOGY
Research Design
The study used descriptive design one that presupposes much prior knowledge about the phenomena being studied. The objective of descriptive research is to portray an accurate profile of persons, events or situations [4]. In order to obtain comprehensive data from various target groups this method was the most appropriate one to use. The study used qualitative approach as the researcher was interested in a specific issue being the application of records management best practices to service delivery. In this context qualitative research had the benefit of engaging the study with things that mattered most. The study was conducted at the ministry of energy and petroleum headquarters' central records management unit situated at Nyayo House, 23rd floor, Nairobi County. The location was centrally placed within the Nairobi County's central business district with convenient means of access. This made data collection easier. The study targeted a population of 500 members of staff who were enlisted in the ministry's personnel compliment control section. The staff was in one way or another involved in creation, use, retrieval, dissemination and maintenance of records at the ministry of energy and petroleum. Concentration was on the action officers, the secretaries attached to offices of the action officers and the central records management units' staff. This group was crucial in providing information on the application of records management best practices to service delivery at the ministry of energy and petroleum in Kenya. The sample was drawn from the population of 500 employees at the ministry of energy and petroleum, Nairobi as per records at the ministry's compliment section. The employees comprised of top senior officers, senior officers, middle management officers and other support staff which included secretaries, records management officers, clerical officers and subordinate staff who were the target group. The researcher used the method of probability random sampling whereby each member of the population held an equal chance of being selected for the research questions. Each member of the population had equal chance of being selected for the sample respondents. This was narrowed to a Stratified Random Sampling, also sometimes called proportional or quota sampling. It involved dividing the population into homogeneous subgroups and then taking a random sample in each subgroup. Kotler [5] argues that a well-chosen sample of about 10% of population can often give good reliability. Further statistically, in order for generalization to take place, a sample of at least 30% must exist [6]. The total sample was calculated as a percentage of the total population. For the top senior officers it was based on 50% of the population since the population was not too large. The sample for the senior officers was based on 20% proportion of the population. And for the Support staff that is the Secretaries to action officers and the central records management unit's personnel was based on 10% proportion of the population. Thus the total sample was 60 out of 500 target group being 12% of the total population. The researcher employed both primary and secondary methodology while undertaking the study. The instruments used for primary data collection included: Interview schedule and observation checklist

RESULTS
Records management in support of service delivery
The aim of the study was to investigate the application of records management in support of service delivery at the ministry of energy and petroleum in Kenya. The study was guided by its objectives to be able to attain a meaningful output. According to records management procedure manual for the Public Service [7], effective use of information results in good and consistent decision-making, efficient and effective delivery of services, transparency and accountability which cannot be achieved without proper records management in the Public Service.

Records enhancing records management best practices

The first objective of the study was to determine the types of records available to enhance the application of records management best practices to service delivery at the ministry of energy and petroleum, Kenya. The respondents views varied as indicated in the following discussions:-

Data from Action Officers

Interviews from the sixteen (16) action officers (AOs) who acted on records in various formats at the ministry revealed that they acted on hard copy (paper records) during their day to day business transactions with the central records management unit (CRMU). They strictly emphasized that records transaction to and from the CRMU were on hard copy (paper based format) though they received direct communication on their emails. When asked to briefly explain what types of records they act on from the central records management unit, typical responses from the action officers were as follows:

I act on paper records which are filed in folders for action or reference. Through my email I also get mail which before action I call for the related subject file from the central records management unit. (Action Officer)

I normally get files to make references to enable me act on loose letters marked to me, the central records management unit also marks files to me for action. (Action Officer)

The action officers used paper records to correspond or reply to external and internal customers. When corresponding with the external customers the AOs channeled letters through the CRMU for dispatch. There was an exemption to mail delivery within the Central Business District (CBD). The CBD mail was hand delivered to the external customers. Mail delivery within the CBD was done by the office messengers attached to the AOs offices. They hand delivered the letters to the external customers using the mail delivery book. Hand delivery of letters was done same day it was signed by the action officer. Observation revealed that the dispatch book at the CRMU for external hand delivery services was a register which had columns drawn by hand. Likewise the dispatch registers with the secretaries to the AOs had also columns drawn by hand.

The action officers (AOs) noted that the paper records which were filed in folders helped in making of timely and informed decisions which enhanced trust with customers. Cross referencing to earlier correspondences and related subjects helped the AOs in making of timely and informed decisions. When the action officers were asked to state in their own view how the types of records at the central records management unit supported them in decision making, the AOs commented as follows:

Records at the central records management unit help in making of timely and informed decisions. The records at the central records management unit enable me make informed decisions on timely basis. The records also act as evidence of transactions which take place.

The availability of files enables me make references for timely replies to letters thus informed decisions. Correspondences between the companies and the government provide historical/background information on handling cases. They provide a good basis for supporting government projects through referencing. (Action Officers)

The responses indicated paper records as the dominant carrier of documented information at the ministry of energy and petroleum. The paper records supported timely and informed decision making by the action officers.

Data from secretaries to action officers

The secretaries to action officers stated that they handled paper based records from the central records management unit (CRMU) during their daily business operations. These were filed in file folders by the CRMU staff and marked for action to the concerned action officers (AOs). The secretaries to the action officers stated that they requisitioned subject files from the CRMU to make references. They also indicated that they received hard and soft copy records directly from external customers. This was attributed to the secretaries to the action officers' response to the question as to what types of records they handled from and to the central records management unit on daily basis. Some of the responses were as below:

From the central records management unit we get subject files and also we take loose letters to the central records management unit for filing. I handle paper records/correspondences filed in file folders which are marked for action or we call for them to make references.

Subject files which are marked for action. Also request files from central records management unit for references. Letters received direct are also directed to central records management unit for filing. (Secretaries to the action officers)

The letters received directly at the action officers (AOs) offices from external customers were acted on loosely without being on file after which they were sent to the CRMU for filing to the related subject files. The secretaries to the AOs also sent copies of replies or correspondences to the CRMU for filing to the appropriate subject files.

Data from central records management unit's personnel

The central records management unit's (CRMU) staff stated that they had paper records at the CRMU. The paper records were organized in file folders where they were filed. These file folders were kept in steel cupboards at the CRMU. Apart from the file folders other paper based records in the form of registers such as inward, outward and file movement were available at the central records management unit. Another type of record at the central records management unit was the file index. Of interest at the central records management unit was the presence of paper based Kenya Gazettes which were filed in box files. Notably the Kenya Gazettes were kept on top of the metal cupboards at the CRMU. The central records management unit's staff stated that there were no electronic records at the central records management unit. Remarkably the central records management unit had computers which were networked. The same was supported by narratives from the central records management unit's staff as below:

Yes we have paper records such as letters which are filed in file folders. Yes we have paper records at the central records management unit in the form of subject files, file index, and other various registers including inward, outward and file movement registers.

Yes we have paper records at the central records management unit. I collect mail from the post office which is normally in paper form. Finally the letters after being processed are filed in file folders. Yes, we have box files containing Kenya Gazettes and file folders filed with letters. (Central records management unit's staff)

Interviews with the central records management unit's staff revealed that the types of records helped in easing retrieval and ensured safety of information contained in the file folders. The records helped in making references and informed decisions. Notably the interview revealed that records helped in keeping history of activities transacted in an organization. The interview also revealed that there were no back up records management activities to provide business continuity in case a disaster strikes. The interview indicated that records helped the organization to be acquainted with its customers and enhancing correspondence.

Observation revealed that the types of records at the central records management unit were paper records. There were registers such as inward, outward and file movement. When subject files were in other action officers offices it took time to retrieve them which led to poor service delivery. Notably there were no file requisition forms at the ministry of energy and petroleum. Subject files were requisitioned verbally by the secretaries to AOs, hence verbal communication was vibrant when requisitioning subject files from the central records management unit. On other occasions the central records management unit's staff had to embark on filing loose letters to ensure the subject file was updated before releasing it to the relevant action officer. This action led to loss of valuable time. Observation noted that the AOs wasted time in decision making as a result of subject files being taken to them without proper foliation and cross referencing. Observation revealed closed volumes which had not been appraised. This was attributed to the fact that the CRMU had no retention and disposal schedules.

Observation revealed that the file folders stored in the metal cupboards were too heavy for the metal partitions which kept on collapsing due to overweight. This led to the safety of the records being compromised as the file and its contents faced the risk of unfair wear and tear which drastically reduced the life of the file and its contents. The subject files mixed up when the partitions curved in and at times the fasteners loosened which led to mix up of the folios from different files. This action was time consuming more so when assembling the papers back to their respective subject files. This created delays in delivering files on timely basis when requested by the secretaries to the action officers. Notably the folio mix-up delayed accessing information for reference and informed decision making which led to delays in service delivery.

Observation also revealed that the central records management unit had a franking machine which was used for franking letters which were dispatched through the post office. The franking machine was lockable but observation revealed that it was never locked. Letters were dispatched on daily basis during official working hours at eleven hours before noon.

Interpretation of Data

These findings clearly revealed that the types of records at the ministry of energy and petroleum supported service delivery. This is supported by the International Organization Standardization (ISO 15489) [8] definition of records which states 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. In this context records may be in any form or format for instance paper based or electronic form. The study established that there were paper based records most of them resulting from letters received from external customers and letters created within the organization. Electronic records coming to and received from the action officers (AOs) in the form of electronic mail were also another type of records at the ministry of energy and petroleum (MOE&P). The records from the central records management unit (CRMU) helped the AOs in making timely and informed decisions as they were easily available and they created links to the daily

business operations within the organization. This as stated by the action officers, secretaries to the action officers and the central records management unit's staff was through cross referencing and relating subjects, an effort which improved trust with customers and enhanced service delivery. The action officers corresponded to the external and internal customers through hardcopy paper records. Letters were delivered directly to external customers within central business district or posted by the CRMU staff through the post office.

The secretaries to the AOs had similar sentiments as they too acted on paper based records which were in file folders. At times they received letters directly from external customers who delivered them to their offices. They had computers which were networked and used them for typing letters and sending to printer for printing hard copies. The computers were networked and the secretaries to the AOs used the facilities to access internet among them electronic mail.

The central records management unit's staff on the other hand stated that they had paper based records which were filed in file folders and stored in metal cupboards. The CRMU staff elaborated that other than the file folders they too had paper based records like the inward, outward, and file movement registers. Additionally the presence of a file index was eminent. Notably there were publications at the central records management unit being the Kenya Gazette which were collected on weekly basis from the Government Printer.

Observation pointed out verbal communication taking control at the ministry. This was eminent as the secretaries to the action officers when requisitioning files from the central records management unit communicated verbally. Documented evidence such as file requisition forms should have been used to support verbal communication. When the action officers were requisitioning files, there was noticeable delay in delivering them to the action officers. The central records management unit's staff had to update the files by filing the loose letters received from the AOs. At times due to urgency a file was delivered to an AO without foliation and cross referencing. Lack of retention and disposal schedules was an indication that there was a missing link between the CRMU staff and the Kenya National Archives and Documentation Services (KNA&DS) staff. These two entities were supposed to work with each other for the betterment of the types of records at MOE&P to enhance application of records management best practices to service delivery. The KNA&DS have to play their advisory role by providing advice as to which best types of records are suitable to support service delivery. The KNA&DS should provide recommendations on the closed subject files to be preserved and the ones to be destroyed. KNA&DS should too monitor the adherence to the

Public Archives and Documentation Service Act, (Cap. 19, Laws of Kenya).

Records management best practices to service delivery

The second objective of the study was to establish the application of records management best practices to service delivery at the ministry of energy and petroleum. Respondents' views were as pointed hereunder.

Views from Action Officers

The action officers appreciated the application of records management best practices to service delivery at the ministry of energy and petroleum. Among the supporting points were that letters received from external customers were recorded in the inward register, date stamped and allocated a receipt control number. The letters were then taken to the Marking Officer (MO) at 15.00 hours in the afternoon on daily basis for action and marking to action officers (AOs). After marking of the letters by the MO they were brought back to the central records management unit (CRMU) where they were filed and marked for action to the AOs the following working day. This was evidenced when the action officers were asked if the records management practices at the ministry supported flow of information and records, whose response was as below:

Yes, records management practices support flow of information and records. The incoming mail at the central records management unit is taken daily to the marking officer. Yes, by filing information in the relevant files and making good references.

Yes, tracking tools inform of file movement registers help locate files thus minimizing loses/misplacements. Yes, the central records management unit's staff tries to bring requested files on time, but there are times when action officer may delay with file, thus delay in giving services to others. (Action officers)

Some of the letters with the marking officer ended not being brought back to the CRMU but were directly delivered to the AOs depending on the urgency demanded by the subject matter. Additionally the application of records management best practices to service delivery provided a window for ease of referencing and good historical back ground of daily business transactions.

The action officers indicated that they did not practice holding files in their offices as the central records management unit's staff availed them on request, this being strengthened by the fact that the central records management unit had a file tracking system. The file tracking system was manual which relied on files movement registers. The action officers were asked whether they held files in their offices for

fear of not getting them in time when requested whose response was as cited below:

After clearing with a file I give it back to my secretary. No, normally I give the files back to my secretary as a bring-up.

No, when I clear with a file I give to my secretary to return to the central records management unit.

No. Obtaining files from the central records management unit is easy as they have a tracking system therefore if file not in the central records management unit then the records management officer traces it. (Action officers)

The respondents highlighted that they did not operate a bring-up (BU) system. The action officers recorded on diary files which will be required on a future date and also marked on loose letters as bring-up (BU) to their secretaries to avail the files and letters when the BU date became due. This was exemplified by the action officers when they were asked to state if they operated a file bring-up system, whose respond was as hereunder:

There is no bring-up system but I mark the letters as a bring-up. No. I keep records for files needed in my diary.

No. Loose letters direct to department are acted loosely, if not acted I keep them in a loose folder.

No, I do not operate a BU system but when citing on correspondence, I recall the file to link with the correspondence then release it and retain correspondence for action. (Action officers)

The interview revealed that the central records management unit's staff was able to retrieve subject files needed by action officers with minimal delay especially those which had overstayed with other action officers for long. This was attributed to the application of tracking tools such as file movement registers which led to minimal loses and misplacements.

Views from secretaries to action officers

Regarding establishment of the application of records management practices to service delivery at ministry of energy and petroleum; the secretaries to the action officers pointed out that the subject files were brought to their action officers for action by the central records management unit's staff. This was as a result of letters which had been received at the central records management unit and taken to the marking officer then back to the CRMU. At the central records management unit filing and foliation took place thereafter the file was recorded in the file movement register and taken to the appropriate action officer for action.

At times the action officers received letters directly from external customers or the marking officer. To respond to the letters the secretaries to the action officers requested subject files from the CRMU for referencing. On average the action officers stayed with files for less than three (3) working days. If the file would be required on a future date the AO noted on a diary and requested their secretary to follow up. The secretaries to the AOs did not keep files for long; they extracted information needed and acted on loose letters received directly from external customers then released files back to the central records management unit. On interview as to how long the secretaries held files in their offices while awaiting action by the action officers, the secretaries to the action officers had this to state:

When a draft letter comes to me with the file for typing, I release the file once the action officer signs the letter. I don't retain files, I extract the information I need to act and return file to the central records management unit, then later on take loose letters for filing at the central records management unit.

On average within 3 days I return file to the central records management unit. I retain loose letters which after action I take to the central records management unit for filing. Keep them in the pending tray till acted upon. Within a day we are through with a file, if not we extract the information required and release file back to the central records management unit. Action officer receive letters direct from the principal secretary and external customers. I recall file from the central records management unit, act on the letter relating to file, return file when through. (Secretaries to action officers)

One action officer was noted to keep files while out of office and also one secretary kept files not acted upon in a pending tray. Other secretaries kept files till the typed letters were signed by their AOs. Loose letters were taken to the CRMU for filing after action.

The secretaries to the action officers were not aware of any circulars supporting file movement within the organization. There were computers at the secretaries to the action officers' offices. The computers were used for typing purposes and sending documents to printer to print hard copies (paper based). The computers were networked and they were used to access internet and email services.

Views from central records management unit's personnel

Interview with the central records management unit's staff revealed that there was no budget for the central records management unit (CRMU). The CRMU's budget issues were catered for by administration department.

When asked whether the top management accommodated the CRMU's staff in its organizational culture, the central records management unit's staff responded as below:

Yes, the central records management unit is involved in all issues pertaining to records management including sensitization and training. Yes, they call us to tell us on areas to improve.

Yes, they involve us in moving files and photocopying letters. Yes, they always emphasize on ensuring the safety of files while moving from office to office. (Central records management unit's staff)

Two central records management unit's staff stated that the top management did not accommodate them in the organizational culture. Observation revealed that the CRMU's staff had the habit of taking food in the room. This was eminent as tea and lunch was served at the central records management unit. The habit contributed to the attraction of cockroaches and other rodents which come to eat the droppings and eventually ended up destroying the paper based records. Observation revealed too that MOE&P lacked backup system for the subject files in case a disaster strikes.

Interpretation of Data

Internal memo from the principal secretary ministry of energy (by then) dated 21st December, 2006 on maintenance of mail and file movement registers indicated that "it has become necessary to make it mandatory for all officers to maintain up to date mail and file movement registers for easy tracking of necessary actions". According to the memo the registers must bear the following columns:

- Date of the letter/memo
- Date received
- Letter/memo Ref. No.
- Subject
- Signature of the recipient and action taken

The memo further stated "please note that all actions on letters and memos must be taken within two (2) working days". The memo was addressed to all heads of departments.

Data collected indicated that the central records management unit (CRMU) had a records tracking system which was entrusted to the file movement registers. This meant that the CRMU complied with the memo in this respect. Notably the action officers (AOs) informed their secretaries verbally not to keep files for more than three (3) days in their offices. This was a clear indication that the action officers might have been aware of the principal secretary's memo though they had not adhered to its contents. On the same the secretaries to the action officers acted on the instructions from the action officers but were not aware of the principal secretary's

memo on retention of files in offices for more than two (2) working days.

The action of the action officers calling the central records management unit's staff to indicate areas of weakness and or improvement was not documented; it was based on verbal actions. There were few instances when the action officers and secretaries to action officer kept subject files in their offices till acted upon.

The action by the central records management unit's staff of taking letters received from external customers to the marking officer on daily basis at 15.00 hours in the afternoon as observed was hampering service delivery. This act locked out any letters received past 15.00 hours in the afternoon as such letters were taken to the marking officer the next working day at 15.00 hours in the afternoon hence getting to the action officer's desk for action on the third working day. Another records management practice of concern observed was the action of the central records management unit staff's taking letters received from the marking officer to the action officers the next working day during the morning hours. This action led to delays in responding to letters.

Notably the bring-up (BU) system was not practiced professionally by the action officers, secretaries to the action officers and the central records management unit's staff. This was clearly identified by the fact that the CRMU lacked a vibrant file bring up system. The only BU action was partially exercised by the AOs who marked letters as BU and also the secretaries marking in their diaries files required on a future date.

At times letters were received by action officers and acted upon loosely then later taken to the central records management unit for filing. The central records management unit's staff due to workload at times delayed in filing such letters thus creating a pile up which ended up with some letters being lost or misfiled.

Computers were available at the action officers, secretaries to the action officers and the central records management unit's offices. The computers were networked and they were used for typing letters and accessing the internet. The action officers occasionally received official communication in form of letters through their personal email and they acted on them loosely after printing hard copies. This indicated that the computers and the network were underutilized. This could be supported by the fact that the Government noticed the potential of the computers and the networks which could best support application of records management best practices to service delivery at MOE&P. This was noticeable through the Integrated Records Management Systems (IRMS) which was to be

applied to all Government ministries. The system according to Integrated Records Management Systems [9] manual has been designed to be operationalized in all Ministries/Departments and State Corporations with minor adjustments to suit the specific functions that a respective institution undertakes. The system is web based and is designed to perform the following functionalities:

1. Registration of all mail received in a ministry by assigning a serial number, date and time it is received, source of the letter and enclosures if any
2. Directing received mail to the Permanent Secretaries (now the Principal Secretaries) and the Heads of Divisions/Departments to provide direction on the specific action to be taken by respective officers
3. Directing the mail back to the Records Management Unit (RMU) for indexing, forwarding to action officers
4. Indicating the action taken on every mail
5. A bring up facility to avoid officers holding files for too long
6. Dispatching of mail indicating date, time received by RMU, date and time dispatched, by whom and to what destination
7. Search for mail or a particular file
8. Redirecting/re-routing of files from one action officer to another
9. Generating reports for the authorized officers indicating the work flow in the whole ministry
10. Records daily individual officer's work
11. Generating reports for supervisors on the workflow in their divisions
12. Graphical representation of the work flow in the ministry
13. Scanning files
14. Sending memos, and
15. Reducing the cost of printing, tonners and papers.

The above was further supported by circular Ref. No. MSPS. 1//3/5A VOL. VIII/ (98) dated 23rd July, 2010 addressed to (by then) all Permanent Secretaries/Accounting Officers requested them to ensure that the units were facilitated to computerize their operations and to spearhead the adoption of the Integrated Records Management Systems (IRMS). In relation to the Integrated Records Management Systems [9] manual and circular Ref. No. MSPS. 1//3/5A VOL. VIII/(98) dated 23rd July, 2010 detailed above; it could be interpreted that the computers and the internet were used for typing letters and accessing the internet thus undermined the manual and circular quoted above.

On the issue of computers and their networks it can be interpreted that this aspect was not utilized as a best practice to enhance service delivery at MOE&P. This was not as per Mjama and Wamukoya [10] view that records are assets that need to be managed and protected. Likewise the application of ISO 15489 standards was missing and this is one of the key

internationally recognized standards to institute best records management practices in organizations.

The enemies of paper attracted by the food taken at the central records management unit were harmful to the paper and its contents which hampered records management best practices to service delivery. The enemies of paper destroyed the paper and information so contained hence evidential value to support decision making and other daily business operations lost. Observation revealed that there were large clear glass windows at the central records management unit. The large clear glass windows allowed sunlight to enter the room. Sunlight has harmful rays which were harmful to the paper and its contents. The paper life was shortened and also the information it so contained faded away thus accessibility of the information become impossible. Observation also revealed another harmful agent to paper at the CRMU being fumes from vehicles and dust. This was attributed to the fact that the CRMU was located several floors in the building which was facing a busy highway. On records management best practices to service delivery it can thus be interpreted that the staff at the ministry of energy and petroleum had no idea of any existing internationally acceptable records management standards. Such standards among others include International Standardization Organization (ISO 15489) [1]. It can also be interpreted that the staff were not sensitized on national legislations relating to records management such as The Public Archives and Documentation Act (Cap. 19 of the Laws of Kenya).

Records management policy
The study sought to establish the impact of records management policies at the ministry of energy and petroleum. Respondents from various categories responded as per the following discussions:

Action Officers views on records management policy
The action officers (AOs) were asked to state if they had a policy that guided records management best practices at the ministry of energy and petroleum (MOE&P). Some of their sentiments are as below:

No. But I feel there is need for one. No. But need to develop one is eminent. No. But one should be developed. No. We need one urgently to guide us on records management issues. No. I have not come across any. (Action officers)

The sixteen AOs stated that there was no policy that guided records management best practices to service delivery at MOE&P. The action officers pointed out that there was need to have one in place as soon as possible.

Secretaries to action officers views on records management policy

The secretaries to the action officers were asked to state if they were aware of any policy relating to application of records management best practices to service delivery at the ministry of energy and petroleum (MOE&P). The secretaries to the AOs responded that there was no policy that guided records management best practices to service delivery.

Central records management unit's personnel views on records management policy

When interviewed the central records management unit's staff were asked to state if they were aware of any policy relating to application of records management best practices to service delivery at the ministry of energy and petroleum. The CRMU's staff stated that there was no policy that guided records management best practices to service delivery at MOE&P.

Interpretation of Data

All the respondents stated that there was no policy on records management at the ministry of energy and petroleum. The action officers affirmed the need to have one in place urgently.

It appeared that the staff was not conversant with earlier circulars relating to records management policies. Such policies among others included:

Office of the President circular OP/39/2A dated 14th April, 1997 which tackles cases of missing/lost files in the public service that was caused by poor records management practices which in turn had undermined public service delivery.

Circular number DPM.4/10A (9) dated 27th October, 2003 on streamlining the performance of registries in Government ministries, Departments, Local Authorities, Provincial and Districts. A task force was constituted under the then Civil Service Reform Programme (CSRP) to critically examine the current records management systems and practices in Government registries and make appropriate recommendations to enhance the quality of service delivery.

According to the 'GAP' model of service quality from Parasuraman *et al.* [11] expected service is a function of word of mouth communication, personal need and past experience, and perceived service is a product of service delivery and external communication to customers. 'GAP' 3 addresses deficiencies of human resource policies. This component was lacking at the ministry of energy and petroleum as according to the respondents there was no policy on records management at the ministry of energy and petroleum.

Challenges encountered in records management

The respondents were asked to state the challenges encountered in the application of records management best practices to service delivery at the ministry of energy and petroleum. The respondents were interviewed on what ways they applied to cope with the challenges and how the stated challenges affected service delivery. Respondents views varied as indicated below:

Response from Action Officers on challenges in records management

All the action officers (AOs) when interviewed to state if they faced challenges in the application of records management best practices to service delivery unanimously stated yes except one. This was witnessed from their responses as below:

Yes. At times a letter marked for action may take long to get to the action officer. Yes. Letters received direct may require urgent action, but when acted upon final authority may be needed from the principal secretary, who at times is out of country.

Yes, there are some action officers who overstay with files. Yes, cross referencing is a problem which may delay in getting the right information. Yes. For letters and other records received direct action is done loose not on file, hence letters may end being lost. Yes, at times there are delays in getting files which other action officers are using.

Yes. At times one letter is photocopied to several action officers by the marking officer, thus linking subject becomes an issue. Yes. The manual system is cumbersome. Yes, misfiling and lack of foliation and cross referencing at times delays decision making and response. (Action officers)

The interview cited that letters marked to action officers for action took long before getting to their desks. This was attributed to the time taken to trace files which were in other offices and filing of loose letters and foliation.

At times action officers responded very fast to letters but when the input of the principal secretary (PS) was required, then delay was eminent more so when the principal secretary was too busy or outside the duty station on other official work. Some AOs overstayed with files in their offices as they gathered more information to respond to the letters marked to them. On other occasions the AOs might be engaged in urgent matters thus finding no time to give prompt responses to letters.

Cross referencing was noticed to be missing in some files. This made it hard to get information needed to link subjects resulting in difficulties in locating the related subject files. These resulted from letters which

were delivered direct to the action officers' offices hence they were not captured in the inward register centrally. This made it hard to trace the letters when needed in future. Action officers at times received letters direct and acted on them loosely. Acting on loose letters brought problems in foliation and cross referencing. Foliation at times was missing more so if the filing was done by non records management professionals at the central records management unit.

Marking officer at times photocopied one letter and distributed to several action officers thus linking subjects became a problem. This complicated matters when responding to the letters. The manual records management system was cumbersome hence slowed response rate to letters. Misfiling of letters occasionally was of concern, as misfiled letters were equally as good as lost ones. This aspect was contributed by lack of experienced staff in the line of records management at the central records management unit.

The respondents were asked to state how the challenges they faced affected service delivery, whose response was as hereunder:

These create delay in responding to the issues in the letter. Delay in decision making and response to letters. Delay in getting the right information on time means delay in decision making thus affecting service delivery. If the loose letters get mislaid they create disconnect in linking subjects thus delay in decision making and reply to letters. The tracking system is slow hence slowing action to letters. Dealing with urgent issues mean you cannot link the subjects easily thus it affects service delivery. (Action officers)

Further the respondents stated that they coped with the above quoted challenges by application of various methods as exemplified by the following statements:

When the originator calls to query as to delay in responding, I normally call the records unit to bring it urgently. I inform the affected parties to wait for a while. I request the records management officer to track the needed file and bring it for action. I return the file to the central records management unit and advice them to urgently update it.

I try to inform the central records management unit's staff to ensure they file all copies in one subject file and link them. I give the loose letters to my secretary to take to the central records management unit for filing and cross-referencing. Keeping daily files for reference. I call the records management officer who takes the files and makes the required transfer of letters to correct files, foliates and cross-references. (Action officers)

Response from secretaries to action officers on challenges in records management
The respondents were asked to state the challenges they encountered when seeking services from the central records management unit (CRMU), among others they cited the following:

When the records management officers are not at the central records management unit, the other staffs attached provide wrong references mostly. Occasionally, misfiling is an issue when the records management officers are not in the central records management unit, thus delays in replying to correspondences. Some action officers hold files for too long thus making file retrieval a lengthy issue, which delays in prompt service delivery.

A file needed urgently may delay in tracing. Action officer may give a file to an officer to gather information whereby the officer leaves the office with the file without recording. It becomes hard to trace. Some files lack foliation and cross-references, making it hard to relate subjects. When I request for action on a certain file, I may get the wrong one, in this case when the records management officers are not in office.

Files needed urgently may delay in getting if the other action officers are working on them. Bringing files for action on a future date may skip as the central records unit doesn't have a bring-up system; they depend on the secretary who may forget at times. (Secretaries to action officers)

The respondents were asked to state what ways they used to cope with the challenges and they responded as follows:

On discovering I take the file back to central records management unit and the records management officer transfers the folios to the correct subject file. Normally, I have tried to tell my action officer not to release files direct to other officers without recording. I try to get all the loose letters to the central records management unit for filing.

The central records management unit's staff is informed of the file required, they check on the file movement and know the action officer holding file, then retrieve it. At times I go with the letter to the central records management unit for identification of the correct subject. Request the records management officer to trace file and bring to us and also file the loose letters to file and make cross-references.

On noticing such I inform the records management officer who embarks on a physical tracing of files from office to office, it is time consuming. I normally photocopy the loose letters and file it to file to link it later when action officer acts on the loose letter. I alert the records management officer and the issue is

rectified by removing and filing to correct file and folio cross reference done, it delays correspondence. I mark the bring-up day on my diary and on that day go to the central records management unit to collect the file. (Secretaries to action officers)

Response from central records management unit's personnel on challenges in records management

The respondents were asked to state whether they faced any challenges in application of records management best practices to service delivery and replied that they faced challenges as attributed below:

Yes, lack of policy on records management, budget and enough storage equipment and office space. Yes. Long stay of files in one stationed office, while it's needed in another office. The record storage room is small. Yes, sometimes we have cases of wrong referencing which makes tracing of records difficult. Those doing letters do not ask for the right references from the central records management unit.

Yes, some officers overstay with files and others use wrong references when replying to letters hence filing is hard. Yes, officers cannot tell where a file left in their office is, thus tracing becomes a problem. Yes, there are occasions when am told to deliver a document/letter to another office even without recording. Yes, some officers overstay with files. (Records management unit's staff)

When the central records management unit's staff was asked to state what ways they used to cope with the challenges they responded as follows:

I apply experience on records management and make use of available resources. We have established a time frame for a file to stay in one action office which is not more than two days and with space the top management is doing something.

We encourage the departments doing/writing letters to ask for the correct references from the central records management unit every time. We track the files and return them or give to other needy offices. Also request them to be asking for correct references.

We institute a tracing mechanism moving from office to office. I try to note its details on the register urgently as the boss may forget or I may forget as to where it went last. (Records management unit's staff)

Observation revealed that the central records management unit was faced with the challenge that it was located on a busy highway and the fumes and dust found their way into the room. The windows were too large with clear glass which allowed sunrays to penetrate the room. Fumes, dust and sunrays were enemies of paper which damaged the information contained in the paper and the paper itself. This made referencing difficult hence hampered making of timely decisions which resulted in poor application of records management best practices to service delivery. Observation revealed that there were no file folio transfer slips at the CRMU.

Interpretation of Data

These findings revealed that most respondents faced challenges in application of records management best practices to service delivery at the ministry of energy and petroleum (MOE&P). The action officer (AOs) pointed out challenges such as letters marked for action took too long before getting to their desks. At times response on letters was done promptly and when the input of the principal secretary (PS) was required, and for some reason the PS could be out of office for long this affected response time. Some AOs overstayed with files, and the manual records management system was cumbersome which affected service delivery. The secretaries to the AOs stated that they faced various challenges among them wrong referencing/misfiling of letters more so if handled by non-records management professionals at the central records management unit (CRMU). Notably action on loose letters by action officers contributed to delays in filing of the letters to the relevant subject files at the CRMU. In other occasions action officers gave files to other officers directly bypassing their secretaries thus such files were not recorded in the file movement registers. Such actions contributed to lose of the subject files or delayed in tracing of the subject files. The central records management unit had no active and up-to-date bring-up system. The CRMU staff cited that some AOs overstayed with subject files. The central records management unit's room was rather small to accommodate the CRMU personnel, office equipment and the paper based records. Wrong referencing by non-records management professionals at the CRMU was making filing and cross referencing hard.

The results of this study pointed to the fact that there were a number of problems associated with the application of records management best practices to service delivery at the ministry of energy and petroleum. These problems ranged from staffs at the central records management unit who had no records management knowledge, lack of office accommodation for the CRMU activities, delays in moving files to AOs for action, lack of a vibrant bring-up system among others. The central records management unit's records management activities were hampered by the lack of CRMU's own budget.

The environment, the location of the building and security measures in place had an impact on the application of records management best practices to service delivery at MOE&P. Paper was adversely affected by fumes, dust and sunrays which destroyed its fiber and the writings thus reducing its lifespan hence impacting negatively to service delivery.

Records management strategies to service delivery

The respondents were asked to state the records management strategies appropriate to support service delivery at the ministry of energy and petroleum. Their response was as below:

Action officers statement on records management strategies

The action officers were asked to state records management strategies appropriate to support service delivery and replied as below:

It is good to have good tracing systems in place. Officers should not stay with files for more than three days, this will enable letters be filed for action. If training of all the users of records is done the better. Also automating the records management system is the better option.

It is better to be acting on letters on files. This creates a reasonable reference. Institute a records management policy and have proper feedback and control mechanism and communication strategy to publicize the policy. Training central records management unit's staff and deploying competent staff at the central records management unit. Also train all other users on issues relating to records management. To have adequate and well trained staff at the central records management unit. (Action officers)

Secretaries to action officers' statement on records management strategies

The respondents when asked what best approaches can be put in place to enhance application of records management best practices to service delivery gave the following response:

It is good to have brainstorming sessions to address cropping records management issues and also develop new ideas.

Have a policy on records management issues it will establish order in records management.

Circulars should be issued on regular basis indicating how long a file should be held by an action officer and also updating on new developments relating to records management.

It is good for all the letters received direct by action officers to be taken to the central records management unit as a bring-up with file. Acting on loose letters should be discouraged.

The central records management unit should be manned by adequate and staff of the records management cadre. Circulars be issued to provide guidance on records management issues.

It is good to introduce a vibrant file tracking system preferable electronic. Introduce a bring-up system where files should stay with action officers for less than three days.

To have in place a well documented circular stating how long an action officer should hold files and also set a budget for training users of records on records management related issues.

Good to have well documented procedures to follow relating to records management work flow.
(Secretaries to action officer)

Central records management unit's personnel statement on records management strategies

When asked what strategies could be put in place to enhance application of records management best practices to service delivery, the central records management unit's staff responded as follows:

Computerization of the central records management unit and proper training of staff on records management will lead to quick and informed decision making. Have a keen follow up of file movement by using a file movement register and establish a complaint register for both internal and external customers.

Issue circulars to address the coming issues. We need to have meetings to address issues coming up. It is good to train all junior officers on records management as they too handle records from office to office. Have Kenya Gazettes circulation registers with time lines. (Central records management unit's staff)

Interpretation of Data

These findings revealed that most respondents had several strategies which could be put in place to enhance application of records management best practices to service delivery. The action officers (AOs) pointed out strategies such as having a good tracing system in place, not overstaying with files for more than three (3) working days, to have an electronic records management system, and to train users on contemporary issues relating to records management. The secretaries to AOs expressed their strategies as holding brainstorming sessions to develop new ideas and address developing issues, to have a records management policy in place, to have competent qualified staff at the central records management unit (CRMU), to avoid working on loose letters by enforcing a bring-up system, to update the file index, and to have a procedure manual. The central records management unit's staff too had their strategies such as having a computerized system, enforcing use of file movement registers, issuance of circulars on regular basis relating to records management, and instituting circulation registers for the Kenya Gazettes.

Recommendations on enhancing the application of records management to service delivery

The respondents were asked to provide recommendations on enhancing the application of records management best practices to service delivery. The response was as reported below:

Data from action officers

The sixteen action officers gave their recommendations on how to enhance the application of records management best practices to service delivery as illustrated:

I recommend short courses for all the staff that use and create records. Have a records management policy in place. Set up funds for training on records management issues. Have regular trainings on records management systems to all users of records.

Automate the records management system. Ensure there are funds for training records management officers and other officers who use records. Ensure at least all the staff handling records are trained at various levels of their interaction with records. Implement a records management policy with a special emphasis to service delivery. (Action officer)

Data from secretaries to action officers

The respondents were asked to state what recommendations to be provided to enhance application of records management best practices to service delivery at the ministry and they had this to respond:

Have review of file index and give copies to all users of subject files. This will enable proper references. Records are used for references current and future, thus tracking tools are essential and it is good to go digital. Let all users of records know of any basic requirements relating to records management issues via circulars issued regularly.

Train officers using records and revise the file index and make it available to all secretaries for ease of reference. I suggest a policy on records management to be in place and also set a budget for training users of files on records management related issues. It is good to have regular in house training/brainstorming sessions to introduce acceptable records management best practices.

Have well documented guidelines on how to manage records and release circulars on updates. If the system can be computerized it will pave way to enhancing records management systems. (Secretaries to action officers)

Data from central records management personnel

When asked to state on what recommendations to be provided to enhance application of records management best practices to service delivery at the ministry, the response were as below:

The ministry should have a policy on records management and embrace use of e-records. Quick establishment of electronic records, enhance the security of records by storing them in water tight and fire proof cabinet.

Continuous training on the best practices to keep records. Having restricted access to records especially to those who may not have the authority for such records. To have electronic records system and have the Kenya Gazettes online. (Central records management unit's staff)

CONCLUSION

The study aimed to investigate the application of records management best practices to service delivery at the ministry of energy and petroleum in Kenya and suggest strategies for improvement. The study addressed the key objectives and determined that ministry of energy and petroleum (MOE&P) transacted its daily business on paper records. The paper records were not backed up in case of a disaster striking. The application of records management best practices was wanting as the central records management unit lacked its own budget to address its priority needs. MOE&P lacked a records management policy which was a key component in providing vital guidelines on records management. There were several challenges on records management which hampered service delivery at the MOE&P among the key ones was shortage of professional staff in the field of records management. This aspect led to poor service delivery. In this context several records management strategies were suggested to support service delivery at the MOE&P the key one being instituting an integrated records management system.

Based on the findings of the study the study concludes that records management played a key role in support of service delivery at the ministry of energy and petroleum, Kenya. However application of records management best practices to service delivery at the ministry of energy and petroleum had not been fully attained due to several factors among them; firstly, lack of adoption of contemporary records management systems able to integrate both the manual records management system and the electronic records management systems. Secondly, the MOE&P's staff lacked timely information relating to records management as communication relating to records management functions and activities was poor, especially on current updates. Thirdly, the MOE&P's central records management unit's qualified staffs who were two in number in the field of records management were not proactive to counter any emerging issues relating to records management functions at the ministry of energy and petroleum.

Additionally, several measures need to be put in place for the application of records management best practices to service delivery at the ministry of energy and petroleum to be of effect. Among the measures to be applied include integration of records management manual systems with the electronic records management systems. The information communication systems ought to be improved to enable timely delivery of information related to records management to the right users at the right time. Timely information to the right users at the right time will enable making of timely and informed decisions. The records management officers (RMOs) need to be trained on leadership and managerial courses such as supervisory management, senior management and skills development.

The lack of adequate and qualified staff at the CRMU contributed to poor application of records management best practices to service delivery at the MOE&P, Kenya. Notably majority of the CRMU's staff were non records management professionals who added no value to the application of records management best practices to service delivery at the MOE&P. Finally the application of records management best practices to service delivery at the MOE&P was hampered by lack of a records management policy and acute shortage of records management professionals. To attain the aim of the study the records management officers at the central records management unit should spear head records management functions at the ministry of energy and petroleum.

RECOMMENDATIONS
Staff establishment at the central records management unit
The study findings revealed that the central records management unit (CRMU) was understaffed. To address this concern adherence to the report on streamlining the operations of registries in Government/Departments and Local Authorities for improved service delivery (2004) in relation to the staffing levels should be applied. Circular Ref. No. MSPS. 1//3/5A VOL. VIII/(98) dated 23rd July, 2010 addressed to (by then) all Permanent Secretaries/Accounting Officers which gave an aggregate of approved establishment for records management personnel in ministries/departments should be enforced. The study recommends that the vacant posts at the central records management unit should be advertised and filled urgently as per the approved staff establishment.

Best practices in records management
There is need to institute records management best practices through application of internationally accepted standards such as ISO 15489 standards in the ministry of energy and petroleum. Officers who create, use and maintain records should be involved in upholding best practices in records management associated with internationally accepted standards.

Skills development through training all users of records should be emphasized. Training will equip users of records with the capability to manage records effectively and efficiently an aspect which will make the ministry of energy and petroleum achieve its goals. The ministry of energy and petroleum assisted by other accredited bodies such as Kenya National Archives and Documentation Services should embark on developing a records management policy. Other records management guidelines and procedures should be developed to enhance best practices in records management at the MOE&P. The top management at the ministry of energy and petroleum should ensure full implementation of the records management policy, guidelines and procedures. This should be followed by monitoring and evaluation to ensure the records management systems are supporting service delivery at the MOE&P. In developing a records management policy to enhance service delivery at the MOE&P, the input of internationally recognized guidelines for compilation of a records management policy is important. Among the guidelines to be consulted is the Republic of South Africa, department of arts and culture, guidelines for the compilation of a records management policy [12]. It takes account of the following national standards:
1. SANS 15489 – Information and Documentation – Records Management - Part 1: General;
2. SANS 23081 – Information and documentation – Records Management processes – Metadata for records – Part1: principles; and
3. SANS 15801: Electronic Imaging – Information stored electronically – Recommendations for trustworthiness and reliability.

Resources for the central records management unit
The records management unit should be given its own vote head. The ministry of energy and petroleum's (MOE&P's) administration department should stop catering for the central records management unit's (CRMU) annual budget. The CRMU should take charge of its vital budgeted priorities as per its scale of preferences in financial issues. The CRMU through its own budget provision should prioritize purchase of essential equipment such as the mobile compact filing cabinets. The central records management unit should also address electronic records management issues among them the installation of integrated records management system. The study recommends that the RMOs at CRMU should write to the Accounting Officer requesting for allocation of CRMU's own vote head and give full justification to support the need.

Equipment for the central records management unit
There is need for the central records management unit to have modern paper records (files) storage equipment preferably the high density mobile

compact cabinets. Consultation with the Kenya National Archives and Documentation Services officers should be done for they have the expertise of bulk paper storage systems. It is therefore advised that the central records management unit should provision for the purchase of compact mobile cabinets.

Additionally the central records management unit would save office space through purchasing of modern office workstations which occupy less space and accommodate more staff. The study recommends that the records management officers at CRMU should be proactive to input the application of contemporary records management tools at the ministry of energy and petroleum. They should make a good budget and fully justify the essence of purchasing compact mobile cabinets and workstations for the CRMU. The budget should be submitted to the Accounting Officer urgently for approval.

Records backup system at ministry of energy and petroleum
The study noted lack of a records management continuity plan. There is need to create a backup for the vital records at the ministry of energy and petroleum. The study recommends that the paper records at the ministry of energy and petroleum should be backed up for any eventuality of a disaster striking. The study recommends scanning of all the vital documents and the data stored in a remote area. When backing up data the issue of information technology communication's compatibility mode should be factored as technology is changing at a fast rate. This aspect also needs to be supported financially hence the head of CRMU should prepare budget estimates to be captured in the MOE&Ps annual budget.

When doing the records continuity plan, the input of the Kenya National Archives and Documentation Services should be sought. This is the government's body which is mandated with the control of government records and it is eventually the body which ends up archiving vital documents for prosperity.

Publications at the central records management unit
The head of the central records management unit should spearhead removal of all publications in the form of Kenya Gazettes (KGs) from the central records management unit. This is in the view that the ministry of energy and petroleum has a functional library. Under ideal circumstances books and publications are handled by libraries. The study recommends that the Kenya Gazettes be handled by the ministry of energy and petroleum's library. Time wasted addressing the issues of the KGs at the CRMU could be utilized in focusing records management matters at the ministry. Space saved after removing the Kenya Gazettes from the central records management unit could used to cater for modern storage facilities.

Central records management unit's environmental impact on records
The study recommends that the photocopying activities at the central records management unit be moved to a different office. The space created could be utilized profitably in addressing accommodation issues at the central records management unit.

Security concerns of the records at the CRMU should be addressed by stopping the eating habits at the CRMU. This will save the paper records from being destroyed by harmful insects attracted by the food drops. MOE&P's top management should set aside a room for all the staff to use for eating purposes. This action would save the records at the MOE&P from being destroyed by the harmful insects and rodents which were attracted to the records by the food drops.

There is need to save the records from being destroyed by the sunrays and dust. It is recommended that the head of the central records management unit provision for the purchase of blinds and filters to filter the harmful sunrays and dust entering through the large clear windows.

Internal communication of records management issues at the ministry of energy and petroleum
The top management should ensure that the central records management unit's staff together with all other users of records was well informed of any circulars, policies and regulations relating to records management functions. The study recommends that the circulars should be circulated to all concerned parties through internal memos. Brain storming sessions should be instituted in order to address cropping issues and keep the staffs fully aware of the contemporary issues relating to records management matters. Guidelines on records management should be developed and copies circulated to all users of records for adherence.

REFERENCES
1. Ambira, A. (2007). "Fifty years of archival administration, in Nigeria: Lessons for the future." *Records management journal, 17*(1), 52-62.
2. Roper, M. Ed. (1999). The management of Public Sector Records: Principles and Context. London: International Records Management Trust.
3. Republic of Kenya. (2004). Office of the President Directorate of Personnel Management: Report on streamlining the operations of registries in Government ministries/departments and local authorities for improved service delivery. Nairobi: Government Printer.
4. Robson, C. (2002). Real World Research (2nd Ed.). Oxford: Blackwell.
5. *Marketing Management, 10.* Pearson Education Canada, 2001.
6. Schindel, N. (2006). A Hoard of Umayyad Copper Coins From Bayseān. *The Numismatic Chronicle (1966), 166,* 385-392.

7. Republic of Kenya. (2010). Office of the Prime Minister, Ministry of State for Public Service. Circular on establishment of Records Management units in ministries/departments.
8. International standards ISO 15489-2. (2001). information and documentation. Records Management part 2: general. Geneva international standards organization
9. Mampe, G., & Kalusopa, T. (2012). Records management and service delivery: the case of department Of corporate service in the ministry of health in Botswana. *Journal of the South African society of archivists, 45,* 1-23.
10. Mnjama, N., & Wamukoya, J. (2004). E-government and e-record management, "Paper presenter at the SADC workshop on E-government, Gaborore 14-16 April.
11. Zeithaml, V. A., & Bitner, M. J. (1996). Service marketing. *International Editions. Singapore: Mc Graw-Hill* (516-538).
12. Republic of South Africa (2006) 2nd ed. National archives and records service of South Africa: Pretoria.