

**DIPLOMATIC RECORDS MANAGEMENT AS A DETERMINANT OF
OPERATIONAL EFFICIENCY AT THE MINISTRY OF FOREIGN AFFAIRS IN
KENYA**

FRIDA KAJUJU

**A Thesis Submitted to the School of Science and Technology in Partial Fulfillment
of the Requirements for the Conferment of Master of Information Science Degree of
Kenya Methodist University**

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DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been submitted for a degree or any other award in any other University.

Signature..... 

Date:

Frida Kajuju
ISK-3-18561/2014


Recommendation

We confirm that this thesis has been submitted for examination with our approval as university supervisors

Signature.....

Date.....

Prof. Paul Maku Gichohi, Ph.D
Kenya Methodist University

Signed: 

Date:

Dr. Geoffrey Serede, Ph.D
United States International University-Africa

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DEDICATION

To my family, for supporting me throughout the entire research period.

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First, I am grateful to Almighty God for being gracious and merciful to me in giving me strength, resources and ideas to accomplish this task. Secondly, I wish to thank my family who, through their prayers, encouragement and support, made this work possible. I wish to also express my sincere appreciation to the entire body of academic staff in the Kenya Methodist University School of Science of Technology for the support I received from them. Very special thanks go to my supervisors Prof. Paul Maku Gichohi and Dr. Geoffrey Serede for their distinguished academic counsel, guidance, patience and availability whenever I went to them for consultation. In addition, I would like to acknowledge the support accorded to me by the Staff at the Ministry of Foreign Affairs in terms of information and information materials from the ministry's library and records management Division. To all the respondents who participated in this survey and all other persons who, though not mentioned here by name, provided valuable support to me during the period of this study: may the Almighty God bless you.

ABSTRACT

In Kenya, despite the contribution of records and records management towards public service delivery, there continues to be neglect of diplomatic records as an essential component on operational efficiency at the Ministry of Foreign Affairs. Therefore, there is need to understand the importance of diplomatic records and their contribution to operational efficiency in MFA. The purpose of this study was to assess the effect of diplomatic record management on operational efficiency at Kenya's Ministry of Foreign Affairs. The objectives were to: establish the effect of ICT in diplomatic record management; investigate the effect of the legislative framework regulating diplomatic record management; determine the effect of human resource capacity and assess the effect of financial resources for diplomatic records management on operational efficiency at MFA, Kenya. This study was informed by the records continuum and hybrid theories. It used a mixed research method approach and descriptive survey research design. The information was gathered from 87 Ministry of Foreign Affairs employees. The respondents were drawn from the Ministry's four directorates: protocol, economic and international trade, political and diplomatic affairs, and Foreign Service administration. Both stratified and purposive sampling techniques were employed where directorates and divisions formed the strata. Random and purposive samplings were used to select actual and key informants respectively. Questionnaires and interview schedules were used to collect data. A pretest was performed in the Office of Foreign Missions, State Department, USA to determine the dependability of the data collection tools. This was found to be suitable as it is a similar environment and maintains diplomatic record just as MFA, Kenya. Further OFM was not participating in the study. The reliability coefficients were calculated using Pearson's product-moment correlation coefficient. Validity was determined by the supervisors' suggestions for revising the study instruments. Data were analyzed quantitatively (frequency and percentages and inferential statistics such as regression and correlation) as well as qualitatively via content analysis. Narratives and tables were used to present the findings. The good response rate of 75% was a combination of questionnaires and interviews, and therefore considered acceptable. The study found that Ministry of Foreign Affairs level of electronic records management was not yet adequately positioned to support service delivery; that Ministry of Foreign Affairs is in compliance with laws and regulations governing the management of public records; that the levels of skills and training required for proper management of electronic records were significantly low among records management officers; and that Ministry of Foreign Affairs was not allocating adequate funds for records management functions and activities. The study recommended developing a comprehensive ICT policy and regulatory framework for managing electronic records within the Ministry and Missions abroad; establishing minimum training requirements for records management officers, specifically on electronic records management; and conducting awareness programs on the implementation of records programs at the Ministry. The Ministry should also consider allocating adequate funds to the records management division to assist in the development and implementation of systems and strategies that support sound records management in order to improve operational efficiency at the Ministry. The results have implications on development and implementation of policies and strategies for management of records in public sector.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
DRM	Digital Records Management
ICA	International Council on Archives
ICT	Information Communication Technology
KNADS	Kenya National Archives and Documentation Services
MDAs	Ministries, Departments, and Agencies
MFA	Ministry of Foreign Affairs
RM	Record Management
RMO	Records management Officer
SPSS	Statistical Package for Social Sciences
UNESCO	United Nations Educational, Scientific and Cultural Organization
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A record as a subject is based on documents that show proof of transactions made by an institution. Records comprise a set of data established to support processes, institutional culture, and accountability. They show what was done, by who, and when. In national organizations, records enable monitoring and accountability. Alegbeleye and Uzoma (2019) note that state bodies ought to develop and maintain records that are utilizable and reliable for accountability purposes.

The role of records, therefore, is to provide proof of activities undertaken by an institution. These records need to be stored by organizations for specified durations of time. In this context, records can be defined as information received, kept, and maintained as proof by an individual or institution towards meeting the formal mandate or business transactions (International Organization for Standardization (ISO), 2015). This observation aligns with one by Usman and Udensi (2013) who assert that record remains a critical aspect of important assets having contributions beyond the immediate setting. Records are vital assets of an organization because a little mismanagement of it can lead to destruction of an individual or organization (Iyabo, 2016).

Kallus and Oyinloye (2013) opine those records comprise written or verbal proof collected and preserved for purposes of determining choices. According to the record life cycle concept, Oguejiofor (2015) says that records are very important in every aspect of life because they provide information about the past and present activities of an individual or organization. Therefore, a proper delivery of standard services is realized by a proper

management of records. Thus, solid management of records is the base upon which the management of utilities and service delivery to the masses is founded (Kanzi, 2010).

Accordingly, the management of records entails development and maintenance of full, precise and dependable proof of formal transactions captured as recorded data. These records are critical in the running of state agencies since they detail relevant information enabling proper direction of national roles. According to Alegbeleye and Uzoma (2019), diplomatic records offer a platform for the undertaking of determinations, administration of initiatives and the provision of continuity in terms of the management of past processes.

There are five phases in a successful record management within the chain of management, namely, development of records, records preservation and safety, records utilization and disposal: and records retrieval. Development of records is critical for the smooth retrieval processes whenever their role is called upon; preservation of records entails the transfer of dormant information from major files into the transfer files for storage and the surety that they are stored for a certain duration dictated by the retention plans; while retrieving information details every process around identification and removal of physical records from storage files (Alegbeleye & Uzoma, 2019).

On daily basis, institutions encounter generation of records that support key processes, and which need to be properly managed (ARMA International, 2013). Electronic records are records which are generated and stored in digitalized forms through application of digital tools. Indeed, electronic records refer to data captured in a way that calls for the utilization of digital machines processing. In this regard, electronic records refer to the information captured and kept in electronic forms through the utilization of software and computers

(Mnjama, 2014). Electronic records serve a critical purpose since they allow for easy and successful information sharing processes (Sejane, 2004). The effective and economical implementation of electronic records management practice is the backbone of every organization as it enhances business and social interaction, accuracy, and productivity.

The concept of success in management refers to whether adequate utilities have been placed towards delivering processes, services, or activities. This does not just entail a reduction on the expenditures, an increase in the profits, a diversification of the business and meeting other institutional goals; instead, it entails maintenance of standards, provision of services and client retention. Operational success therefore refers to the elimination of inadequacies and the pursuance of desirable business traditions (Okolocha & Baba, 2017). Indeed, the phrase “operational success” is a multi-faceted expression. It might be used to refer to a planned analysis and evaluation of the approaches and roles in the varied aspects of a business with the intention of looking at avenues of results appraisal (Oyebo, 2016). Vincent and Oludipe (2013) observe that the operational success of an institution calls for capacities to maximally utilize available utilities.

An effective management of corporate information allows for faster, dependable, and precise reach or ease of retrievals. Further, it makes sure redundancy of information is avoided and that critical information is safely kept. On the other hand, systematic management of records, refers to the ability by the institution to determine the information in their possession, have some improvements on success, ensure faster choice determination processes, attain institutional goals, adhere to set regulations and laws; ensure protection of customers, the workforce, and key players’ desires; and achieve accountability (Vincent & Oludipe, 2013). Based on The National Archives of Scotland

(2013), records form an important lawful and traditional instrument central to the successful management of institutions.

1.1.1 Global Perspectives on Records Management

Substandard management of records as detailed by ARMA International (2013) continues to facilitate corruption, absence of accountability and undesirable leadership systems. Records as institutional instruments continue to bear a vital role since they enable institutions to realize the desired goals. The basis of a successful management of records culture is to realize accessibility, accuracy, genuineness, and safety of standard physical and digital platforms. Regarding management, records management is a feature is accountable for planned development, preservation, utilization, production, and disposal of information (ARMA International, 2013).

According to the World Bank (2010), traditions around records management complement successful institutional processes. They are an integral part of general administrative management that deals with realization of proper development, control, maintenance, and retrieval of data within an institution. According to Asuquo and Kalu (2015), every records management tradition aims to pass information to future generations for purposes of developing plans, qualities, and coming up with other schedules and roles for the utilization of records. It is possible for records to be managed manually or electronically to enable the information therein be used by future generations in setting policies.

The government of Canada has launched and funded a Digital Records Management (DRM) system project under Info Way initiative that is geared towards developing, supporting and providing DRM implementation solutions to enable organizations to choose

the best software to be used in providing services (Wegener & Woodman, 2014). Moreover, implementation of DRM has core features, such as ample capacity for information and records maintenance, effective and efficient organizational performance, and providing authorized individuals with access to real-time information. DRM also furnishes inter-linked management system that supports the process of decision-making (Rozenblum, et. al., 2011).

Comparatively, according to National Health Service (NHS), DRM was established nationwide across Britain in 2005. Several problems were highlighted by NHS in their 2010 resolution. Consequently, the Parliament made an inquiry to determine the reasons and found out that DRM lacked consideration for user needs; it was inattentive to users' involvement; and lacked consistent communication and reporting methods (Asuquo & Kalu, 2015).

In the U.S., a fully integrated DRM concept first arose in the 1990s, but the consequential adoption was rather slow. An initiative was undertaken to propose DRM implementation for public and private sectors, which led to increased implementation by 2009. Nonetheless, issues and barriers such as lack of high-speed internet and hardware, lack of time, and financial limitations remained (Hasanain et al., 2015).

Similar initiative has been launched in Australia to improve information delivery in public and private sectors. Interestingly, the initiative was only successful in state-wide implementation of digital record in the public sector (DOHA, 2012). Issues relating to ease of use and the effectiveness of the system have slowed its successful implementation. As a result, an additional initiative in the form of Victoria initiative of 2003 was introduced.

Initially, the initiative hit a blockade in 2011, when it fell short of meeting the objectives and extra funds were allocated. Norway also encountered similar challenges in the implementation of DRM systems (Hasanain et al., 2015).

An analysis conducted by Oganga (2017) revealed that the Kenyan government had adopted automation of records in the civil service for purposes of enhancing the success of state activities. The initiative aimed to recruit every registry under improved communications technology (Directorate of Personnel Management, 2004). Based on these goals, Ministries, Departments and Agencies (MDAs) had to initiate the process. However, the success of the initiative to have every registry under improved communications technology depends on individual ministry's records management. Records management therefore should be a profession with clearly defined scheme of service and a career progression formula.

Concerns have however, been raised about the readiness of public institutions in Kenya to implement Access to Information legislation due to weak regulatory frameworks for records management. Lowry and Thurston (2015) and Oganga (2017) agree that poor management of records in Kenya will put the accuracy of data and information across the ministries in question.

Digitization of records has the ability of posing certain concerns to state agencies as well as the National Archival and Documentation Services. The role of the two agencies is to make sure reliability of records is maintained in a prolonged period, since they act as the formal records for transparency purposes, functional processes, disaster management and institutional and social memory (Wamukoya & Mutula, 2015). Inadequacy in properly

trained personnel for records and digital records management continues to be a leading cause of unsuccessful records management in the Foreign Affairs Ministry (Oganga, 2017).

1.1.2 Regional Perspective on Records Management

Pakistan has experienced several difficulties in DRM system implementation. Pakistani organizations indicated that the system is increasingly being accepted and used with the assistance of technicians that are available to provide training and achieve the required utility level. As such, involvement of users is crucial to the success of its implementation (Malik & Khan, 2012). In the Kingdom of Saudi Arabia, the government is yet to establish a national DRM since majority of public organizations still use the traditional way of managing records, with only a few using basic DRM systems (Mukred et al., 2013).

Kayumbe (2014) noted that across the African continent, majority of state bodies continue to utilize manual record keeping practices that are less effective compared to the adoption of better technologies that is more dependable and successful. Consequently, most of these institutions take long when discharging services to clients who have varied informational desires. Kayumbe (2014) notes failure to digitalize records management would result to public management of records becoming complicated in a manner that identification and retrieval of data is extremely hard, inadequate records storage rooms, choice determination delays, loss of data, and public suffering.

For instance, Ministries, Departments, and Agencies (MDAs) are very important in understanding how the government works. Nigerian MDAs are public institutions utilized by the state in bringing its schedules and goals to culmination. MDAs consist of numerous civil servants tasked with the responsibility of adopting the plans implemented by bodies

running the nation (Ladipo, 2018). Implementation of policies can only be effective when institutions implement a good records management practice.

1.1.3 The Ministry of Foreign Affairs in Kenya and Issue of Record Management

Kenya's Constitution mandates the Ministry of Foreign Affairs to oversee the country's foreign policy, with the ultimate goal of projecting, promoting, and preserving Kenya's national interests across the world. The Ministry of Foreign Affairs oversees diplomatic relations between Kenya and other nations. The ministry implements Kenya's foreign policy through various embassies across the world. The president of the Republic of Kenya guides policies pursued by the ministry. These policies are also premised on norms practiced and accepted by the Constitution of Kenya (2010) and the Vienna convention.

MFA's organizational structure comprises the cabinet secretary, Chief Administrative Secretary, Principal Secretary and four directorates (protocol, economic and international trade, political and diplomatic affairs, and Foreign Service Administration). The organizational structure also has an internal audit, office of the Chef de Cabinet and Foreign Service academy. This organizational structure is intended to aid the distribution of work in line with the performance management policy of the government (Ministry of Foreign Affairs, 2020).

The Ministry of Foreign Affairs strives to implement Kenya's foreign policy through embassies, to build relationships between Kenya and other governments, and to manage official contacts between Kenya and regional and global organizations (Ministry of Foreign Affairs, 2020). Therefore, operational efficiency at the ministry is vital in ensuring that the ministry optimally performs its functions and achieves its goals. Records management

plays an essential role in ensuring that all missions, departments, divisions, and units within the ministry achieve high operational efficiency and service delivery levels. The Ministry of Foreign Affairs has several challenges with record keeping. The challenges entail low automated records management systems, insufficient budgetary allocations, and low-capacity building among records management staff (Ministry of Foreign Affairs, 2015).

The ministry's engagements with foreign missions, international and regional organizations and other nations yield several documents like memorandums of understanding (MOUs), agreements, conventions, leases, etc. that will always be national assets. Interestingly, the management of records at the ministry of foreign affairs is not fully automated, and missions and departments still generate manual records. Budgetary allocations to enable the ministry to adopt modern electronic records-keeping systems are insufficient. Furthermore, there is a lack of capacity building among records management personnel as well as organizational-wide training on current records management technologies (Abdullahi et al., 2016).

The storage of foreign treaties is the responsibility of the Foreign Affairs ministry. Just as is the case in other ministries and state departments, the Ministry of Foreign Affairs, in the course of transacting business, creates, receives, and generates information serving as a national asset. These records include legal, personnel, policies, and procedures, financial, historical, administrative, property, fixed assets registers, and electronic records. The records management officer supervising the records division is responsible for the records management program in the ministry. The staff is charged with the obligation of ascertaining that the records are created as stipulated by the existing rules and regulations; ensuring proper accommodation of records, the disposal of valueless records, supervision

of the records management division; and advising the Principal Secretary on all matters on records management (Ministry of Foreign Affairs, 2015).

Records significantly contribute to institutional management since the leadership utilizes records in undertaking varied institutional responsibilities. Captured data enables enlightenment and education of institutional leaders in essential matters of the institution. Further, they support the formulation of policies and the adoption of institutional plans, besides acting as informational sources for investigations by providing evidence (Abdullahi et al., 2016).

Managing records and information in the ministry of foreign affairs still depends on traditional normative tools, as opposed to strategic planning ones. In addition, the current records framework by the public organizations is inappropriate for the Ministry of Foreign Affairs as per the DRM initiative since DRM is a technology-based project (e-project) (Abdullahi et al., 2016).

Consequently, the Ministry of Foreign Affairs is unable to manage records and information sent to the ministry resulting in the inability to enhance the accessibility of records and information to the stakeholders. As such, DRM implementation in the Ministry of Foreign Affairs requires a new framework and identifying critical success factors (Ministry of Foreign Affairs, 2018).

1.2 Statement of the Problem

Records serve an important role in ensuring that state agencies and departments are successfully ran, and employees are accountable to both the management and the community to which they provide service. Any institution boasting of comprehensive

records management traditions normally preserves their important data for desirable durations; meets the formal demands efficiently; controls and manages information upkeep; and further disposes or stores classified details at the lapse of their lifespan (Bake, 2015). The Ministry of Foreign Affairs Kenya, creates, receives, and maintains different types of records that document its functions and activities. Majority of these records are diplomatic records that document the core functions of the Ministry. These records require to be identified and adequately managed to promote operational efficiency in the Ministry.

Nevertheless, the Ministry of foreign affairs in Kenya has not fully leveraged records management to enhance operational efficiency and delivery of services (Ministry of Foreign Affairs, 2015).

There is further concern over nonexistent record-keeping traditions in the Ministry of Foreign Affairs in Kenya. Additionally, there are incidences of missing records, which raises concerns about how record keeping is undertaken. Similar concerns about the systems and plans utilized regarding record-keeping at the Ministry of Foreign Affairs and the regulations and qualities governing record keeping in the Ministry have emerged (Ministry of Foreign Affairs, 2015; Ministry of Foreign Affairs, 2018). This is a serious impediment to a successful records management regime in the ministry and will negatively affect MFA's operational efficiency and service delivery. In Kenya, research on records management has focused on topics such as record keeping as a foundation for transparency at the Kenya National Assembly (Rotich, et al 2017), Records management practices in government administration (Nyamuamu, 2018); and the role of records management in providing public services in Kenyan county administrations (Abuki, 2014). Nonetheless, no empirical study in Kenya has examined the relationship between diplomatic records and

operational effectiveness at Kenya's Ministry of Foreign Affairs. This study intends to fill this information gap by investigating the administration of diplomatic records and operational effectiveness at Kenya's Ministry of Foreign Affairs.

1.3 Purpose of the Study

The research sought to investigate diplomatic records management as a factor of operational efficiency at Kenya's Ministry of Foreign Affairs.

1.4 Objectives of the Study

The study aimed to achieve these objectives.

- i. Determine the effect of ICT use on operational efficiency at the Ministry of Foreign Affairs in Kenya.
- ii. Examine the effects of regulating legislative framework on operational efficiency at the Ministry of Foreign Affairs in Kenya.
- iii. Assess the effects of human resource capacity on operational efficiency at the Ministry of Foreign Affairs in Kenya.
- iv. Determine the effect of financial resources on operational efficiency at the Ministry of Foreign Affairs in Kenya.

1.5 Research Questions

To attain the objectives, the study was guided by the following research questions:

- i. How does the use of ICT in diplomatic records management affect operational efficiency at the Ministry of Foreign Affairs in Kenya?

- ii. How does the legislative framework regulating diplomatic records management affect operational efficiency at the Ministry of Foreign Affairs in Kenya?
- iii. How does human resource capacity affect the management of diplomatic records for operational efficiency at the Ministry of Foreign Affairs in Kenya?
- iv. How does the availability of financial resources affect the management of diplomatic records for operational efficiency at the Ministry of Foreign Affairs in Kenya?

1.6 Significance of the Study

The research aimed to provide significant data that could be utilized to improve operational efficiency at the Ministry of Foreign Affairs in Kenya through service delivery and good governance. Its findings will be helpful in the Government of Kenya regarding the development of adequately constituted plans and processes connected to record keeping for a successful running of monetary and human utilities, provision of services to the public and safeguarding of the rights and entitlements of the workforce. It contributes new knowledge to the scholarly repository on public records administration and good governance and assist the Ministry in developing better policy guidelines for records.

The study will be helpful in learning institutions, records managers, and researchers using the findings as a platform for more studies. The study will also assist the Ministry of Foreign Affairs in managing ICT in diplomatic records management; understanding how the legislative framework governing diplomatic records management affects operational efficiency; and provide insight into how to improve human resource capacity to improve operational efficiency

1.7 Scope of the Study

The four directorates under Kenya's Ministry of Foreign Affairs formed the geographical area of this study. The research sought to determine the effect of ICT infrastructure, regulatory framework, human resource capacity, and budgetary resources on operational efficiency at Kenya's Ministry of Foreign Affairs. Consequently, other Ministries were excluded from this study. The directorates sampled included protocol, economic and international trade, political and diplomatic affairs, and administration. Data was provided by the head of directorates, Foreign Service officers, office administrators, records management officers, clerical officers, ICT officers, human resource officers and accountants. The data was collected in March 2022.

1.8 Limitations of the Study

The study was limited to managing diplomatic records with special reference to Kenya's Ministry of Foreign Affairs. Thus, the research's findings could not be generalized to other nations because different nations are at different levels of implementation of records management programs. Individual State secrecy laws often cover diplomatic records and may not be made available for public consumption. Therefore, consumers of some information remain as government ministries, departments, agencies, and foreign missions.

There is scanty literature on the management of diplomatic records. As such, this study utilized literature on the general subject of records management.

Furthermore, due to the continuing new Corona Virus (Covid-19) outbreak across the world, some of the responders were not easily available. The researcher, on the other hand, contacted the respondents by e-mail and electronic media such as Skype. Respondents were

emailed questionnaires, and interviews were performed through Skype or video calls via WhatsApp. To aid data gathering, the researcher made certain that an efficient computer and a good internet connection were accessible.

1.9 Assumptions of the Study

The research was centered on the following assumption:

Given that the Ministry of Foreign Affairs generates diplomatic records, the current management of these records during their span does not support operational efficiency at the Ministry.

1.10 Operational definitions of terms

Barriers to record management-this detail the challenges the ministry faces that make it difficult to conduct its records management processes successfully

Financial records- financial records in this study refer to records because of the Ministry's operations and processes for managing finances.

Diplomatic records in these context- collections of diplomatic documents which are often covered by state secrecy laws, and may be made available for public consumption on a haphazard schedule, if at all.

Operational efficiency is the capabilities of the Ministry of Foreign Affairs to provide services to its clients in the most cost-effective manner while maintaining good service quality.

Records -in this context, a record refers to the by-product of business transactions and processes at Kenya's Ministry of Foreign Affairs. It consists of structure, content, and context adequate to create evidence of the action, despite form or medium.

Records Information Management -this refers to the formal activities around the control and governance of the crucial Foreign Affairs documents in Kenya throughout the records processes, including the cycle from creation through to their use and disposal.

Records management- Records management refer to the management field responsible for systematically controlling the creation, receipt, maintenance, use, and disposition of the Ministry's records, as well as the processes for capturing and maintaining evidence of information about the Ministry's actions and business in the form of records.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter evaluates theoretical and empirical literature relevant to the analysis of research phenomena. Records continuum theory and hybrid records life-cycle theory will guide data analysis. The empirical research addresses the use of ICT in record management, the legislative framework for record management, human resource capabilities, and financial resources.

2.2 Record Management and Operational Efficiency

This section reviews empirical studies that have established various aspects in which record management contribute to operational efficiency. The performance in the public sector regarding effective operations and management is primarily premised on the proper management of records (Goodman, 2004). The merits of well-soared records include the availability of information for decision making; for review of policies; and for evidence in legal proceedings and transactions. There is an increase in the global uptake of electronic appliances and software to manage records as nations strive to make operations in the public sector more efficient. The rise in the use of automated systems of records management makes it necessary for private and public institutions and agencies to examine the robustness and weak points in records management systems.

Records management entails a set of processes that an institution ought to undertake for a successful record keeping. Developing a record keeping plan, assigning responsibilities,

establishing and promulgating procedures and frameworks, and designing, implementing, and administering records management systems are all significant processes (Mohammed, et. al., 2018).

Most often record keeping in organizations is often impacted by poor management of records, insufficient safety levels, poorly equipped personnel, scarce resources for successful records management, space scarcity for recording keeping, records misplacement, absence of records management strategies, absence of disposal plans, poor retrieval mechanisms in an organization and poor management of records, (Mohammed, et.al., 2018). Bake (2015) examined the impact of records management on the institution's success in Ethiopian financial institutions. The goal was to assess how records management influences banks' capacity to remain competitive. The analysis took the survey study approach. He used both the primary and the secondary data that was descriptively analyzed. Data presentation was through charts and statistical graphs. Collection of data was by conducting interviews and questionnaires. Per the study's findings, records management is a significant contributor to bank growth, and records are a valuable asset to banks. In today's world, information has a significant influence on daily procedures. Without adequate information management practices, it is hard for an institution to remain competitive.

According to Ngoepe (2013), proper maintenance of records is vital to the integrity of systems used in managing public finance and in the removal of bureaucratic hurdles in governance. Similarly, Katuu and Ngoepe (2015) acknowledges the facilitative role that records play in the performance of health facilities. According to Wet and Toit (2000), the challenges experienced in the management of the public workforce can be curbed through

efficient record management. Nevertheless, records have not been optimally used in improvising delivery of services due to poor governance systems. According to Blake (2014), properly kept records lower the cost of operations, improves satisfaction of clients, and aids in the supervision of activities and staff in an organization.

The National Archive (2010) views records management as a cross-cutting function that involves every unit and member in an organization. It is the responsibility of all personnel to produce and adequately keep records emanating from their daily engagements. For an organization to achieve greater levels of efficiency in its operations there must be a robust system of records management supported by all levels of staff and management. The departments in charge of records management should be adequately staffed and funded as a strategic pillar in public agencies' operational and overall performance.

Oyebo (2016) sought to establish how record keeping impacts delivery of service with regard to information access, information retrieval, information technologies utilization, institutional accountability, and transparency of activities at the Department of Immigration. The study employed a conceptual framework that illustrated the association among different variables in record keeping at the department. The study population consisted of 413 employees domiciled at the department's head office; and a further 90 employees recruited by stratified random sampling technique. Data was collected using questionnaires, while some was obtained from departmental publications. The study's findings showed that an organization's record-keeping strategy influences service delivery.

2.3 Information and Communication Technology and Records Management

Information technology applications are central to every-day human activities. ICT refers to digital technologies utilized in the processing, storage and transmission of information (Olayemi, 2007). ICT refers to technology that is applied in the collection, storage, editing, and a used as a medium for transmitting information in different means. There has been transformation in ICT in the manner institutions undertake information storage and management (Wamukoya, 2015). Lyman (2014) maintains that in the current world, institutions have implemented the utilization of ICT to properly manage the large data volumes they deal with.

China has adopted ICT in fighting corruption. The success of this endeavor is attributable to application of ICT theory, (Welzhing et al., 2016). In their plans, there is public display of crucial details; collection of individual thoughts; an analysis of possible corruption areas and forecasts determinations; and finally, this information is passed to key agencies for action.

A study by Abiola and Ugwoke (2021) examined the adoption of digital record keeping by MDAs within the Kano province. The study's population pool included 267 secretaries from Kano state's Ministries, Departments, and Agencies. The data gathered and processed using mean and standard deviation were used to answer the study questions. According to the findings, secretaries did not apply certain electronic records management measures. It was suggested that electronic records management methods be adopted

Tagbotor et al. (2015) investigated the situation with record keeping and institutional results in a college in Nigeria. Results indicated that record keeping in the organization was

deeply planned and that tested strategies and processes were being utilized. These findings implied that positive record-keeping traditions were being undertaken. Osei and Ohene (2014) investigated the preservation of student records at Koforidua Polytechnic, and their findings indicated that the institution's record-keeping practices were insufficient. With the lack of these plans, the institution usually lacks the purpose and ability to have successful record-keeping traditions.

Furthermore, Odeyemi et al. (2011) concluded that any record-keeping schedules should be based on human labor, monetary affairs, records control and management; publications management, correspondence management, records management processes template; management of files, records center management, vital records management and control records inventory and appraisal, records retention and disposition plans, directives management, mail management, micrographic and reprographic management, micrographic and reprographic management, micrographic and reprographic management, micrographic and reprographic management, micrographic and reprographic management.

Adu (2014) observes that an adequate record-keeping schedule results from an excellent supervisory strategy aiming to create and develop records. Even with the years of utilizing nonphysical storage platforms, paper records are still used within public institutions. Any successful record-keeping plan will limit the creation of material not critical to an institution's operations and ensures a platform for destroying unnecessary records, thereby enabling the accumulation of relevant records only. Record keeping requires financial resources for filing equipment, physical office spaces, and personnel recruitment to maintain an effective filing platform. Adopting a favorable record-keeping schedule creates a window for cost-cutting in equipment, office space and effective utilization of workers.

Guto (2020) did a case study at the University of Eldoret, focusing on the importance of information and communication technology (ICT) in record management practices in combating corruption inside the institution. His study purposively selected 64 school deans and HODs, while the other administrative staffs were obtained through the census method. To collect data Questionnaires were issued to all staff members in each department excluding the department leaders. Data collection was carried out via observation and interview guides given to the heads of departments and deans of schools using observation and interview schedules. Additionally, his study also utilized documentary evidence as data. According to the conclusions of this study, employing ICT in record management assisted in preventing corruption since the automated record management method gave a proof of transactions and monitored every action. The study therefore recommended that institutions invest in record management systems.

2.4 Legislative Framework and Records Management

Legislative framework and guideline aims to establish schedules necessary for management and transparency in activities that guide the determination of outcomes and actions undertaken by an institution. In basic terms, legislation refers to the development of guidelines to personnel in charge of an institution's processes within the regulatory instruments. Consequently, it is through legislation that authorities, responsibilities, and restrictions of institutions are determined. There is legislation when it comes to records management in different forms across most nations in the world. However, these legislations exhibit weaknesses (Hamooya et al., 2011).

To mitigate this, records management legislation has become a major aspect in the extensive regulatory schedules for accountability and the success of institutions. Legislations on records management allows organizations to function with confidence in their activities. Barata et al. (2001) argue that among the organizations with great urgency for proper legislation on matters of record keeping are banks and other financial bodies. This is because their records become critical when it comes to financial accountability.

In Swaziland, Msibi and Nsibirwa (2015) investigated records management statutory framework and traditions across the country's national government ministries and the national assembly. They conducted SNA after surveying the headquarters of 21 government ministries. The target population was 89 employees, including top leadership in the national assembly. The study used both qualitative and quantitative data gathering approaches to provide a more thorough evaluation of the phenomena. Findings indicated that state bodies have embraced proper management of institutional records. Despite this, lack of laws enabling successful record keeping in the long run, as well as the use and maintenance of digital platforms, has continued to be a significant issue. The analysis further indicated that most state institutions lacked plans that enable successful use and maintenance of records.

The record continuum template enables a partnership between record management and archival activities on an integrated record keeping structure with a shared objective, and which guarantees dependability, authenticity, and completeness (McKemmish, 2010). It is possible to distinguish a records continuum view with the life cycle model; where the latter maintains that there exist distinguishable phases when it comes to record-keeping. This

creates a clear difference among present and traditional record-keeping ways. Similarly, from the record continuum, records management and archival have been incorporated.

Abu (2013) examines the significance of archived information as knowledge sources and structures in Egypt. The study employed descriptive as well as analytical approaches in data analysis. The study concluded that current archiving processes and the utilization of tested scientific approaches in archiving facilitates accessibility to documentation processes, saving on input and time. The analysis further indicated that documents contribute to knowledge development, and that every individual has a right to access of documents to acquire knowledge.

However, Okello-Obura (2011) notes that little intervention has been undertaken to involve legal and consultancy in enabling successful record keeping and the management of archives in Uganda. A study by Kemoni (2007) confirmed that most nations in Africa do not have the basic expertise and capabilities towards records management within the public sector.

2.5 Human Resource Capacity and Records Management

Human resource capacity refers to the existence of qualified, established, and competent personnel in an institution. An institution's most important asset is their human resource. This explains why institutions allocate huge capital in developing their workforce abilities. Capacity enhancement when it comes to human resources enables the attainment of institutional targets. To successfully develop the ability of human resources in Ghana's public sector, educational trainings and empowerment forms a key condition for improving job performance (Ohemeng, 2009). Pennington and Edwards (2000) quips that the main

intention of staff trainings and empowerment program is to help organizations attain their goals and vision.

According to McGrath (2010), institutional aspects such as leadership, institutional tradition, skilled labour ability and governance quality, impacts on the implementation of improved technologies in record keeping. Indeed, it is quite clear that the results of digital record keeping rely importantly on sophisticated and multidimensional engagement of technologies, the employees, and the institutional setting. Nowinski et al. (2012) note that institutions promoting collaborations and trust in settings where independence and flexibility continue to be embraced, leads to successful human aspects necessary to electronic record keeping readiness in an institution.

This is the scenario exhibited by resistance to change from employees with reduced computer knowledge and reduced educational capacity. Cherry (2013) examined factors influencing the implementation of technologies in a medical institution. She found out that human factor was placed third on the list of impediments. The workforce training is also another probable inhibitor to electronic record keeping readiness across institutions. Workforce training entails features like expenditures and lengthy durations for training purposes, standard of training schedules, and training from external entities such as consultants.

Professional and fundamental skill developments are crucial for successful record management and improvement. However, this remains an important issue in improving the accessibility and availability of institutional documents as well as assisting personnel in understanding the legislation that governs records management and the protection of public

records. Kalusopa, (2012) notes that the desire for recruitment and educational training continue to be a critical area in deciphering the scope of record keeping. There must be a desire to recruit a workforce with essential abilities and expertise to ensure there is desirable contributions in the safety and maintenance of records (Nsibirwa, 2014).

In Malaysia, Abdullah et al. (2019) sought to examine the impact of adoption of digital record keeping aspects and information management in the armed forces in Malaysia. This case study of two military units in Malaysia drew data from publications on issues related to record management and employed directional content analysis. The results indicated that individual, institutional, and technological factors constitute major hindrances to migration to electronic record keeping plans. Competencies and management, leadership structures, traditions, technologies development and record keeping processes continue to be the major factors that influence interventions in the end becoming impediments for institutions adopting the programs.

Og'ang'a (2012) noted that human resource capacity in ICT affects e-government adoption in Kisumu County. Specifically, the level of human resource understanding of ICT, e-readiness among ICT personnel and ICT literacy among the staff positively influence e-government services adoption and implementation. However, worker reluctance to change hinders governments' digitalization initiatives. Nonetheless, training staff enables the county to retain ICT and achieve ICT aims in the local government.

A study was undertaken by Kiilu et al. (2015) to evaluate the ICT expertise of health workers and professional development objectives in selected medical institutions. The study employed a cross-sectional study model and used purposive sampling technique and

censuses to recruit the participants. The results showed that capacity building was enhanced by work trainings. 17% of health workers had the ability to monitor data processing, 16% had the ability to come up with observations from bar graphs, and just 16.5% had the ability to translate the collected data into meaningful information for consumption. The study proposed that the management of medical institutions should come up with a recruitment structure detailing the suitable expertise for information management, and further have yearly professional development schedules for information management.

2.6 Financial Resources and Records Management

Finance is major function that drives an institutions production activity. In an institution, financial utilities take the form of institution's assets. An analysis by Kemoni and Ngulube (2018) concluded that several challenges are encountered in when advising state departments on record keeping areas. Based on (Mnjama, 2016), one of the challenges is the absence of sufficient monetary and human resources in record keeping.

According to the World Bank, the major challenges in Jamaica's public sector reforms in record keeping are reduced space for storage of records, poor digitization and record imaging, and scarcity of monetary resources. The World Bank noted that the challenges encountered in this area led to delays in programs and contributed to poor delivery of service in the public sector (World Bank, 2018).

Gladwell (2016) contends that the availability of finances is a critical aspect in the effectiveness of record management. Budgetary processes in both commercial and public sectors should include records management as one of the top priorities in funds allocation. The departments dealing with information and records should receive adequate funds due

to the central role that such departments play in organizational performance. The first step towards obtaining funding is to institute departmental budgetary processes that determine the critical funding areas for efficient records management. At the national level, budget committees should have representatives that deal with inputs from the records management department in various ministries. According to Gladwell (2016), organizations can improve records management and operational efficiency by reducing unnecessary expenses incurred through maintaining unnecessary records.

Bakare et al. (2016) investigated the record-keeping practices of Nigerian local government authorities. One of the study's goals was to identify challenges in record keeping. The study concluded that scarcity of finances, bad storage traditions, absence of important machinery, and bad climatic conditions acted as impediments to successful record keeping in local authorities in Nigeria.

In Ghana, Mohammed et al. (2018) investigated record management challenges in Sunyani Technical University. In the data analysis, the study used the fundamental Ordinary Least Squares technique (OLS), One-way Analysis of Variance (ANOVA), and mean scores. The results indicated that record keeping in an organization is hindered by lack of educated personnel; lack of sufficient funds to facilitate successful record keeping in the organization. The leadership of an institution ought to evaluate these findings and come up with interventions to address the challenges in record keeping.

A study by Mwangi et al. (2017) investigated record keeping traditions in Laikipia County Government. The study population was 101 staff members domiciled in the records department of the county. The sample was obtained through a census approach because the

targeted population was not big. All the 101 participants took part in the study. The study concluded that record keeping traditions in the county were poor; there was no record keeping, monetary challenges were rampant; and central record keeping continued to be ineffective in Laikipia County.

2.7 Summary of Research Gaps

The literature presented in the foregoing section revealed several shortfalls in record management within the public sector. This phenomenon highlights the need of doing research on the contribution of records management to the effectiveness of public institutions. Experts in records management have identified global issues in the management of electronic records. This arises due to lack of ICT know-how; inadequately trained personnel; inadequate funding; poor ICT legislation; and technological obsolescence. ICT systems are introduced amid a shortage of infrastructure for gathering, securing, and enabling access to records. Government ICT systems lack essential records management capability. It is therefore possible that ICT challenges in records management exists in the Ministry of Foreign Affairs.

In term of legislation, weak legal regimes in countries that are still developing hampers performance in many sectors. Notably, there was little engagement of legal experts in the review of regulations pertinent to the electronic management of records within an organization. Most agencies in the public sector in Africa and other developing nations lacked regulations and policy frameworks for the management of records.

According to the literature, the primary challenge confronting African developing countries is record management. The personnel in charge of records have not been

adequately trained on electronic records. Developing countries have not taken the initiative to sensitize public servants on the central role that records play in economic development. The low level of capacity building in matters pertaining to handling of records has hindered the initiative to move from manual to electronic record management systems.

The literature reviewed showed that Kenya and other countries in East African region need to strengthen record management functions for operational efficiency and service provision. The challenges in the management of public records in Kenya include insufficient space, untrained personnel, obsolete equipment, and meagre supplies of facilities for records management. Moreover, there was failure to implement existing records management policies; non-prioritization of records management; and low levels of automation of records management systems. Management of public records in Kenya was hampered by lack of funding, inadequate trained staff, insufficient policies, poor infrastructure, and low priority accorded to records management.

Continuous research on record management is clearly needed in Kenya and the East African region's public sector. East African countries are lagging in automation of records keeping. Nations in the eastern part of Africa, Kenya included, should develop training programs and studies aimed at equipping archivists with knowledge in the management of electronic records. Nevertheless, no empirical study in Kenya focused on the role of diplomatic records on operational efficiency at the Ministry of Foreign Affairs in Kenya. This study aimed at bridging this knowledge gap by examining the management of diplomatic records and operational efficiency at the Ministry of Foreign Affairs in Kenya.

2.8 Theoretical Framework

The records continuum theory and the hybrid records life-cycle theory served as the foundation for this study. These theories are elaborated on in the sections that follow.

2.8.1 The Records Continuum Model

Theorists such as Jay Atherton, Frank Upward, and Peter Scott developed the Records Continuum Model (Karabinos, 2015). Based on Upward (2000), the theory offers an angle of record management at the establishment level, across units, institutional and inter-institutional. This theory offers a picture of features of captured data about position, location, originality, and ability of data to harness awareness development through storage and record keeping (Upward, 2000).

Based on the theory, record keeping is cyclical; although in a digital platform, the cyclical phases are not firmly established, and extensions are probable. There are benefits of obtaining successful record keeping by managing records founded on digital platforms (Upward, 2000). According to Roberts (1998), the profile of the records continuum blueprint entails the logical platform around management procedures from the moment of the establishment of records and before, all the way to the storage and utilization of records.

Four axes describe features of record contextually: evidentially, trans-actionality, recordkeeping containers, and identity. The model's goal is to give a framework for conceptualizing recordkeeping and archiving. These two procedures can repair documents made during social and organizational activity. Furthermore, they maintain the records as proof of that action by removing them from their original context of production and replacing them with ever-expanding layers of contextual metadata (McKemmish, 2010). A

record made by a person as part of an individual transaction, according to the model, might become evidence of wider society trends.

There are similarities between the conceptualization of recordkeeping processes in the records continuum model and how the literature describes the information management processes. However, the records continuum model focuses on the continuum of individual processes. As a result, we recommend using the records continuum model, as well as a more general continuum approach to grasp the difficulties of managing personal information. The records continuum model's four axes depict the expanding context of the evidentially and trans-actionality of records, recordkeeping containers, and the identification of the authorities of their origin.

This cyclical lifespan of records that stretches from a shelf containing physical records to eventual destruction continues to be undesirable in a dynamic technological setting (O'Shea, 1996). Yusof and Chell (2005) maintain that besides platforms upgrade and shifts, electronic record keeping can ensure the transformation to newer formats. There is the ability of digital record keeping to reverse backwards (from archives to present utilization faster) in the continuum when called upon. The theory is essential to this work since there is recognition of the role of technology in modern records management systems. This is pertinent to e-governance systems in Kenya and other nations. Using applications like emails and text editors. Spreadsheet continues to move the establishment and storage of information from central locations to individuals.

As a result, this theory serves as the foundation for the analysis aimed at determining the effect of ICT use in diplomatic records management on operational efficiency at Kenya's

Ministry of Foreign Affairs. The records continuum model's composition includes various transformational characteristics that may be used in records management to establish effective methods to proper document management. As a result, the procedures of acceptable practices with the records continuum model were deemed successful for use as a theoretical instrument to establish success in record keeping. Indeed, appropriate aspects of record practices are built on Consistency, continuity, integration, coherence, efficiency, effectiveness, interdisciplinary, accountability, authenticity, and recognition of the dynamic of interface technologies.

There is an assumption by the record's life cycle presupposing that information and documents must undergo proper management from the creation stage to the final stage. The assumption is that records management from the initial phase to the disposal stage translates to a successful application, storage and disposal of records. In order to ensure consistency in records management, ICT infrastructure, legal framework, human resource capacity, and financial resources are prerequisites. This theory was critical in determining the effect of ICT use in diplomatic records management on operational efficiency at the Ministry of Foreign Affairs in Kenya.

2.8.2 Hybrid Records life-cycle Theory

Ngulube and Tafor (2006) developed this theory in 2006. The theory incorporates records lifecycle and continuum principles. It is a blend of earlier stages of the records continuum and the records life-cycle formation phases (Chachage & Ngulube, 2006). The elaboration details a significant failure of the records life cycle; that is, the failure to involve the modeling phase of digital management platforms. Based on deliberations from O'Shea (1996), Yusuf and Chell (2000), there is a further significant aspect in relation to digital

records, which states that physical records are globally viewed as tangible materials, while digital records are not. There is a further argument by the two proponents that the records life-cycle principle and classification show that records continue to be viewed as items. Still, the records in digital settings can no longer be viewed as physical items.

Incorporating the records lifecycle and records continuum principles offers a template for the management of records. Indeed, there is surety on the integration of record-keeping conditions at the earlier stages of informational platforms and this enables the transformation of records at the tail end of its cycle. An institution's record keeping ought to involve continuum and life-cycle principles since they complement each other (Yusuf & Chell, 2000).

The study opted for the hybrid records life-cycle theory as a theoretical underpinning because the model captured all the stages in the life of records. The hybrid records life-cycle theory, like the continuum theory, focuses on electronic records, particularly the design stage. The hybrid records life-cycle theory also captures the transformations that records undergo to the final stage. The research looked at how technology, regulation, human resource capability, and financial resources impact operational efficiency within Kenya's Ministry of Foreign Affairs. This study's variables explain in the data management practices for data management.

2.9 Conceptual Framework

A conceptual framework is used to illustrate the interaction of research variables (Figure 2.2). The study's independent variables are the use of information and communication technology (ICT) in diplomatic records administration, the legislative framework for

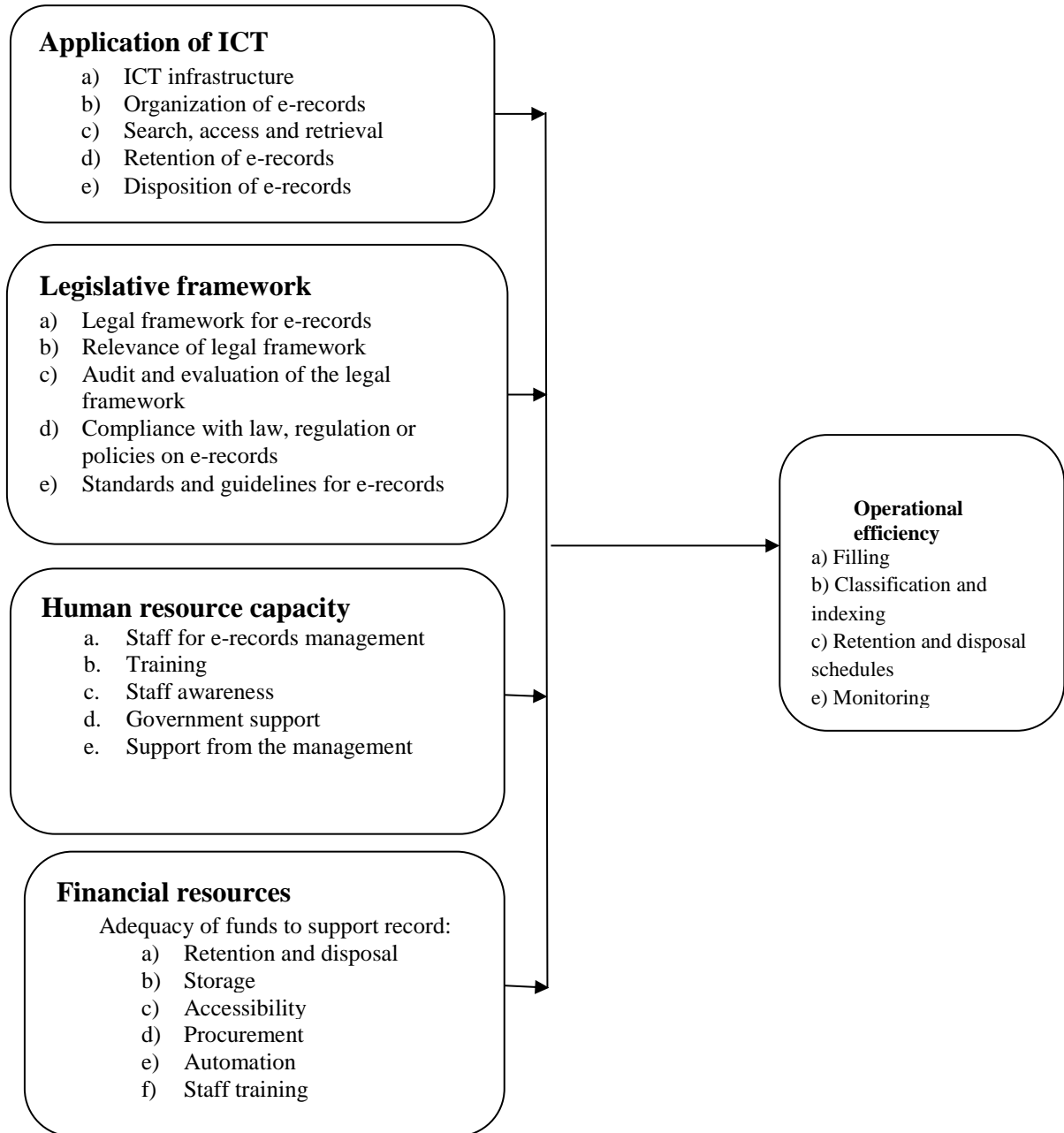
diplomatic records management, human resource capability, and financial resources. The dependent variable is the operational efficiency at the Ministry of Foreign Affairs in Kenya. The study examined the effect of the management of diplomatic records on operational efficiency at the Ministry of Foreign Affairs in Kenya.

Figure 2.1

Conceptual Framework

Independent Variables

Dependent Variable



The diagram shows the predictor variables, namely, application of ICT as indicated by ICT infrastructure; organization of e-records; search, access and retrieval, retention of e-records; and disposition of e-records. Legislative framework is indicated by legal

framework for e-records, relevance of legal framework, audit and evaluation of the legal framework; compliance with law, regulation or policies on e-records and standards and guidelines for e-records. Human resource capacity is characterized by staff for e-records management, proper job descriptions, training, staff awareness, government support, and support from the management. Financial resources are indicated by retention and disposal, storage, accessibility, procurement, automation and staff training. The dependent variable, operational efficiency, is characterized by filing, classification schemes, and retention schedule

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The different methods applied to answer the research questions in this study are presented in this chapter. The chapter discusses the research design, sample, and sampling techniques; instruments for data collection, data collection techniques; and the analysis of the collected data.

3.2 Research Design

A research model, according to Creswell (2012), is a strategy for connecting the contextual issue to the requisite factual analysis. A descriptive survey approach was utilized in the study, which is useful in determining the desired attribute in a group. It also offers a comparison at varied times and durations (Yin, 2017). Based on Kothari, (2012), a descriptive research study model is founded on the premise that it enables the researcher to determine the context of existing situations without manipulating the subject.

This study assumed a mixed research approach. This research approach is pragmatically defined as one that is focused on the resultant effects of an event, a problem or a combination of results and problem (Creswell, 2012). This approach allows utilization of both quantitative and qualitative data. Data was collected from lower cadres of staff and head of directorates in the Ministry of Foreign Affairs in Kenya. 10 head of directorates and departments who were the key informants in this study were interviewed. This ensured

that the study covered the full organization and that the results were representative of all directorates within Kenya's Ministry of Foreign Affairs.

Primary data was gathered using questionnaires and interview guides, while secondary data was gained through an examination of diplomatic record management and operational efficiency.

3.3 Location of the Study

The research was carried out at Kenya's Ministry of Foreign Affairs. The offices of the Ministry of Foreign Affairs are located on Harambee Avenue, in a historic treasury building in Nairobi County. Following Kenya's independence in 1963, the Prime Minister's Office formed the Ministry of Foreign Affairs. It originated as the Prime Minister's external affairs department. Later, it was renamed the Ministry of State for Foreign Affairs, reporting to the President's Office.

The Ministry was established as a full-fledged Ministry in 1969, with three Divisions: Political/Economic, Protocol, and Administration. It moved to its current location in 1980 and has subsequently grown to its current size.

The Ministry of State for Foreign Affairs is responsible for managing Kenya's foreign policy at the bilateral and multilateral levels, as well as managing Kenya's foreign missions and liaison with foreign missions in Kenya, ratifying treaties, conventions, and agreements, managing diplomatic privileges and immunities, coordinating state visits, handling protocol matters, and providing consular services, among other things.

Aside from its headquarters, the Ministry manages its 56 missions overseas, two posts in Nairobi, 31 honorary consuls, and interfaces with 70 foreign embassies in Nairobi.

The study was carried out at the headquarters of the Ministry. This is because the Principal Secretary, responsible for implementing records management policy, standards and procedures at the ministry headquarters and missions abroad, sits here. In this regard, records management at the headquarters can accurately represent what happens in the Missions abroad. In addition, the Ministry headquarters enabled the researcher to access the targeted population and provide quickly.

3.4 Target Population

The target population of this study will be staff from the four Directorates under Kenya's Ministry of Foreign headquarters. The four Directorates have several departments whose number of staff is shown in Table 3.1.

Table 3. 1***Target Population***

Designation	Population
1. Office of the cabinet Secretary	14
2. Office of principal secretary	11
3. Administration directorate	9
4. Human resource management and development division	24
5. Finance Division	6
6. Central planning and project monitoring unit	7
7. Supply chain management	12
8. Transport section	28
9. Records management sec3	21
10. Foreign Services Academy	17
11. Asset Management Division	4
12. Information Communication Division	6
13. Main Ministry Library	1
14. Legal Directorate	7
15. Telephone Office Service	13
16. Office Superintendent	21
17. Public Affairs and Communication	4
18. Mail Office	8
19. Communication	8
20. Confidential Registry	3
21. Registrar of Treaties	6
22. Civilian Security	12
23. Accounts Division	31
24. Political Directorate Headquarters	241
25. Political Directorate-Mission	326
26. Events and conference officers	43
27. Internal Audit	4
Total	887

3.5 Sample Size and Sampling Technique

The study employed a stratified sampling approach and purposive sampling in the selection of participants. The strata for the stratified sample technique were generated by directorates and divisions within the Ministry of Foreign Affairs. Purposive sampling was employed to choose the key informants for this study, while simple random sampling was used to pick the actual respondents of the study from the stratum.

Using the following methodology, the sample size was calculated from a target population of 887 Ministry of Foreign Affairs employees (Kothari, 2012). According to Kothari (2004) sample is derived as follows:

$$n = \frac{Z^2 pqN}{e^2(N-1) + Z^2 pq}$$

n= sample size for a finite population

N= population size, or the households' numbers

P= population reliability, where p is 0.5, that is obtained for every third world nations population; p + q= 1

E= margin of error, that is 10% in this case.

Z= normal reduced variable at 0.05 level of significance z is 1.96

Therefore, the sample from the 887 staff at the Ministry of Foreign Affairs in Nairobi, Kenya was:

$$n = \frac{1.96^2 * 0.5 * 0.5 * 887}{0.1^2 (887 - 1) + 1.96^2 * 0.5 * 0.5}$$

$$n = \frac{851.8748}{9.8204} = 86.75$$

$$n = 87$$

This sample (87) was proportionately distributed among the population in each directorate and division of the Ministry of Foreign Affairs, as shown in Table 3.2.

Table 3. 2***Sample Size***

Designation	Population	Sample
1. Office of the Cabinet Secretary	14	1
2. Office of principal secretary	11	1
3. Administration directorate	9	1
4. Human resource management and development division	24	2
5. Finance Division	6	1
6. Central planning and project monitoring unit	7	1
7. Supply chain management	12	1
8. Transport section	28	2
9. Records management sec3	21	2
10. Foreign Services Academy	17	2
11. Asset Management Division	4	1
12. Information Communication Division	6	1
13. Main Ministry Library	1	1
14. Legal Directorate	7	1
15. Telephone Office Service	13	1
16. Office Superintendent	21	2
17. Public Affairs and Communication	4	1
18. Mail Office	8	1
19. Communication	8	1
20. Confidential Registry	3	1
21. Registrar of Treaties	6	1
22. Civilian Security	12	1
23. Accounts Division	31	3
24. Political Directorate Headquarters	241	22
25. Political Directorate-Mission	326	30
26. Events and conference officers	43	4
27. Internal Audit	4	1
Total	887	87

In this study, stratified random sampling and plain random sample were both used. Stratified sampling technique was used to ensure representation from all the respondents, namely, directors, managers and other categories of employees. Stratified sampling has some advantages in that the selection of a section of the target group translates to a generalizable representation of the whole population. The method was both time-saving

and cost-effective. To obtain the actual respondents for the study, simple random sampling was used to choose strata.

3.6 Data Collection Methods

The required data in this study was gathered via a questionnaire and interview guide. The research instruments and procedures are described in the following section.

3.6.1 Questionnaires

The study utilized semi-structured questionnaires to obtain information from the Foreign Service officers, office administrators, records management officers, clerical officers, ICT officers, human resource officers and accountants. The questionnaires contained both the open-ended and the closed-ended questions. Questionnaires had sections addressing each of the study objectives. These sections included: a) demographic information, b): the application of ICT in records management, c): legislative framework, d): the capacity of the workforce, e): financial resources for records management, and section f): Operational efficiency. The study adopted the numerical 1-5 rating scale for closed ended questions, where: 5 =strongly agree, 4 =agree, 3= Neutral, 2= disagree, 1= strongly disagree.

Using questionnaire is a cheap data collection method, and questionnaires are convenient and easy to administer. However, some of the respondents were not easily accessible due to the ongoing novel Corona Virus (Covid-19) pandemic across the globe. Consequently, the researcher contacted the respondents via e-mail and Skype and questionnaires were sent to them via e-mail.

3.6.2 Interview Guide

Interview guides obtained information from key informants within the Ministry of Foreign Affairs, especially the heads of the directorates and the chief of the records section. These informants were selected because they are knowledgeable in records management and operational efficiency at the ministry, and that they provided information pertinent to the research questions. The interview schedules had interactive questions according to the study objectives. The independent variables included ICT infrastructure, legal framework, human resource capacity and financial resources, while the dependent variable was operational efficiency. Interview guide sought to obtain information regarding constructs of operational efficiency, namely, accountability, supporting processes, institutional culture, and documents accessibility.

3.7 Data Collection Procedures

The researcher booked appointments with interviewees and conducted the interview via Skype or video calls through WhatsApp due to the ongoing novel Corona Virus (Covid-19) pandemic. These interviews lasted about 30 minutes. Interviews complemented the data collected using questionnaires. Interview schedules avails opportunity for respondents to develop their answers by further probing the researcher in case they were not sure of the answers. Further, they enabled the respondents to direct the interview into areas which they viewed as significant in regard to the study objectives.

During the interviews, the researcher made notes and used a voice recorder to record the interviews. Notes ensured a backup of data collected in case the recorder failed. To avoid interruptions, the recording gadgets were double checked before the commencement of the interview.

The researcher created good rapport with the participants to ensure that the aim of the study was achieved. Administration of questionnaires was on a drop and pick later basis, and through Google forms.

3.8 Pretesting of Research Instruments

Before collecting data, the questionnaires and interview schedules were pretested to ensure their reliability and validity. Eight participants took part in the pretest. This formed 10% of the study's sample size. The pretest was done by issuing questionnaires to two records management staff, two ICT officers and two HRM officers from two departments at the State Department, Office of Foreign Missions, in United States of America. Two heads of department were also selected for pretesting interview schedules. The reason for carrying out the pretest at the Office of Foreign Missions, State Department was to the pretest enabled the study to identify any problems in the questionnaire, such as unclear or reduplicated questions.

3.9 Reliability of Research Instruments

The researcher performed a pilot study with eight participants, representing a tenth of the study's sample size. Later, correlation of the tests was done to determine reliability of the study tools. Pearson's Product Moment Correlation Co-Efficient Formula was used to get the reliability co-efficient (r), which should be equal to or greater than 0.7. The internal consistency was measured using the Cronbach alpha coefficient (Yin, 2017). Yin (2017) maintains that Cronbach alpha coefficient (α) scores higher than 0.7 are acceptable. Conclusions from the pilot test were useful in improving the questionnaire.

3.10 Validity of Research Instruments

The accuracy of data gathering processes determines the quality of a research project. According to Babbie (2004), validity refers to the accuracy of the instruments used to gather data in order to answer the study questions. The validity of results contributes to their truthfulness, credibility, and acceptance. The research is considered valid when the results are true, correct, and reproducible (Babbie, 2004; Bryman 2004). As a result, it is critical for the researcher to ensure that the instruments employed are clear and unbiased (Tichapondwa, 2016).

To guarantee the validity of the research instruments, this study ensured that the instruments used were adequate in scope and coverage. This was done by ensuring the questionnaire sought to answer the research questions. Further, the supervisor reviewed the questionnaire and offered expert advice in bid to ensure its validity, (Matula et al., 2018).

Taherdoost (2016) describe three categories of validity that were observed during the study: content, criteria, and face validity. The content validity was ensured by ensuring that the questions addressed were relevant to record management and operational efficiency at Kenya's Ministry of Foreign Affairs. Information from the past studies ensured that both the questionnaire and the interview schedule achieved content validity.

Criteria validity tests how successfully the study's findings measured the impact of diplomatic records management on boosting operational efficiency at Kenya's Ministry of Foreign Affairs. It is attained when the pre-test findings are compared to similar studies on the factors of the present investigation. To attain criterion validity, the researcher evaluated existing literature to identify studies that focused on the current study's primary restrictions.

The questionnaire employed maintained face validity by including questions that aimed at establishing a relationship between diplomatic records management and operational efficiency at Kenya's Ministry of Foreign Affairs.

3.11 Data Analysis and Presentation

This study made use of both quantitative and qualitative data

3. 11.1 Analysis of Quantitative Data

Data that described the participants' view on every variable was analyzed. The study questions were answered by approximation and inferential statistics which were used to determine the relevance among the variables. This analysis made use of the Statistical Package for Social Sciences (SPSS) which generated frequency and percentage to calculate distribution and inferential statistics that included regression and correlation analyses. Frequency tables were used to convey quantitative data.

The study adopted the following regression model:

$$Y = c + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y represented operational efficiency,

c was constant

X₁ represented information communication technology

X₂ represented legislative framework

X₃ represented human resource capacity

X₄ represented financial resources

β₁, β₂, β₃ and β₄ represented regression coefficients

ϵ was the standard error.

The study carried out various diagnostic tests including auto-correlation, normality, multi co linearity and heteroscedasticity in order to ascertain that the data met the assumptions made when running regression analysis.

3. 11.2 Analysis of Qualitative Data

Qualitative data collected through interviews was analyzed thematically and presented in continuous prose. Thematic examination of qualitative data was used to determine various issues that arose from interviews (Yin, 2017). N-Vivo software was used to evaluate the qualitative data. The role of qualitative data analysis was to support the quantitative data and offer detailed elaboration on the findings. This analysis was critical in the realization of triangulation.

Table 3.3***Operationalization of Variables***

Variables	Metrics	Scales	Statistics
Information Communication Technology	Availability of ICT systems for		Descriptive Statistics Correlation and regression analysis
	a) Formation of electronic records	Nominal	
	b) Organization of e-records	Ordinal	
	c) Search, access and retrieval of records		
	d) Retention of e-records		
Legislative framework	e) Disposition of e-records		Descriptive Statistics Correlation and regression analysis
	a) Presence of a legal framework for e-records	Nominal	
	b) Relevance of legal framework for e-records	Ordinal	
	c) Audit and evaluation of a legal framework for e-records		
	d) Compliance with law, regulation or policies on e-records		
Human resource capacity	e) Development of standards and guidelines for e-records		Descriptive Statistics Correlation and regression analysis
	a) Presence of staff for e-records management	Nominal	
	b) Proper job descriptions for e-records management	Ordinal	
	c) Adequate training and education in record management		
	d) Consultations among stakeholders on e-records		
	e) Staff awareness on e-record management		
	f) Government supports for e-record management personnel.		
	g) Support from the management		
Financial resources	Adequacy of funds to support record:		Descriptive Statistics Correlation and regression analysis
	a) Retention and disposal	Nominal	
	b) Storage	Ordinal	
	c) Accessibility		
	d) Procurement		
	e) Automation		
	f) Staff training		
Operational Efficiency	a) Accountability	Nominal	Descriptive Statistics Correlation and regression analysis
	b) Supporting processes	Ordinal	
	c) Institutional culture		
	d) Documents accessibility		
	e) Monitoring		

3.12 Ethical Considerations

Based on Matula et.al (2018), ethics entails the conditions that ought to be adhered to by researchers in their data collection activities. While collecting data, the respondents' safety is a crucial consideration. Matula et.al (2018) observes that participants' treatment should be prioritized. To this end, the researcher obtained research approval from the Post Graduate School of Kenya Methodist University, and a research permit from NACOSTI. Further, the study participation of respondents in the study was on voluntary consent rule, where only participants who were willing to take part in the study were allowed to participate. Participants were guaranteed of confidentiality and that their replies would only be used for academic reasons prior to conducting interviews or distributing questionnaires. Findings of data analysis were reported devoid of any fabrication. Further, to mitigate plagiarism, all the scholarly work used in the development of this study were acknowledged using APA referencing style.

Respondents were not obliged to identify their identities on the surveys in order to maintain anonymity and confidentiality, and their replies were processed with the utmost confidentiality.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The purpose of this study was to determine the impact of diplomatic records management on operational efficiency at Kenya's Ministry of Foreign Affairs. The goals were to determine the effect of ICT in diplomatic record management on operational efficiency at Kenya's Ministry of Foreign Affairs; to investigate the effect of the legislative framework regulating management of diplomatic record management on operational efficiency at Kenya's Ministry of Foreign Affairs; to investigate the effect of human resource capacity on operational efficiency at Kenya's Ministry of Foreign Affairs; and to determine the effect of availability of financial resources for the management of diplomatic records on operational efficiency at the Ministry of Foreign Affairs in Kenya. This chapter analyzes data gathered in the field using a questionnaire and interview schedule. The data was interpreted in accordance with the research objectives. This chapter used the statistical techniques given in Chapter 3 for data analysis and presentation. The data presented was not explicitly ascribed to respondents or a specific department or unit within the Ministry of Foreign Affairs to safeguard respondents' confidentiality (MFA). Instead, a broad picture of respondents' views on the recordkeeping situation in the ministry surveyed was offered.

4.2 Reliability

To ensure the instrument's reliability, a pilot study was conducted on eight participants, a tenth of the targeted Ministry of Foreign Affairs workforce. Findings from pretesting were

taken through calculation by Pearson's Product Moment Correlation Co-Efficient Formula to determine their reliability coefficient (r), which ought to be 0.7 and above. To test consistency on the proposed questions Cronbach's Alpha was applied and the acceptable alpha coefficient is at least 0.70 (Cooper & Schindler, 2014). The pretest for this research revealed alpha values for all variables over 0.70, as indicated in Table 4.1.

Table 4. 1

Reliability Statistics

Variables	Number of items in the Scale	Scale Reliability Coefficient (α)
Records management in facilitating operational efficiency	20	0.894
ICT in Records Management	20	0.894
Legislative framework	13	0.894
Human resource capacity	11	0.887
Financial allocation	7	0.876
Records management in operational efficiency	7	0.876

The Cronbach alpha score for ICT in Records Management was 0.894, with 20 items; the Cronbach alpha value for Legislative Framework was 0.894, with 13 items. Financial allocation and Records management in operational efficiency had seven items, each with a Cronbach alpha value of 0.876. By collecting and analyzing what the data ought to measure, the internal consistency was assessed. According to Lee Cronbach in 1951, all of the coefficients were within the 0.7 criterion. In conclusion, it was established that the constructions employed for the investigation were reliable (Hair et al., 2010).

Similarly, Mohajan (2017) defines reliability as the degree to which results are consistent over time and accurately depict the whole population. If people's responses to different items aren't consistent or correlated, we can't claim that they're all assessing the same underlying constructs.

4.3 Response Rate

Eighty-seven questionnaires were distributed to targeted respondents in all directorates and divisions at MFA, and the respondents filled 65 questionnaires. This signified a 74.71% response rate, as indicated in Table 4.2. The study targeted interviewing ten heads of departments within the ministry. They comprised Heads of Administration, Human Resource Development, Finance, and ICT. The rationale for targeting this group of research respondents was that the researcher believed that policy and resource mobilization for records management was a strategic management issue that required the support of senior management. Therefore, the researcher deemed them better placed to respond to research questions about policy issues. Therefore, the study purposely sampled and interviewed ten respondents from specific departments in the ministries responsible for policy, finance, human resource, and records management-related activities. This signified a 100% response rate.

Table 4.2***Response rate***

Category	Departments	Target	Response	Percentage %
Strategic level	Administration Division	20	18	90
	Human resource development	10	7	70
	Finance and accounts	10	8	80
	Information communication technologies	10	8	80
Tactical	Records management	20	16	80
	Clerical officers	17	8	47
	Total	87	65	75

The good response rate was attributed to the fact that during the time of this study, the Ministry of Foreign Affairs was implementing record management changes, especially the digitalization and computerization of record management systems, with a focusing on service delivery. This made majority of the respondents to easily understand and appreciate the objectives of the study. This was like Tambuche (2016), who found that the response rate was high in the research on Monitoring and Evaluation of Records Management programs in selected Kenyan government ministries since the ministries were undergoing service delivery reforms.

According to Babbie and Rubin (2018) response rates above 70% were very good, 60% good, and above 50% adequate for a descriptive study. This study's response rate of 75% was very good and therefore considered acceptable.

4.4 Background information

First, it was critical for the study to understand the respondents' backgrounds. The respondents' employment experience was included in the background information analyzed in this investigation. This was useful in establishing if they had requisite experience to provide reliable information for the study. It was also critical to ascertain the respondents' academic credentials. As a result, the study tried to ascertain the academic qualifications of respondents from all levels of study.

4.4.1 Respondents work experience

The researcher wanted to know how long respondents had worked at the Ministry of Foreign Affairs, or in other government ministries. This was deemed useful in establishing whether they had requisite experience to provide reliable information for the study. The work duration (in years) information was given in Table 4.3.

Table 4.3

Work Experience of Study Respondents in the Ministry of Foreign Affairs

Work experience	Number of respondents	Percentage %
0-5 Years	7	10.8
6-10 Years	12	18.5
11-15 Years	15	23.1
16-20 Years	14	21.5
21 years and over	17	26.2

As indicated in Table 4.3 majority 17 (26.2%) of the respondents had worked in government ministries for a period of over 21 years, while 15 (23.1%) had 11 to 15 years work experience, 14 (21.5%) 16-20 years, 12 (18.5%) 6-10 years, 7 (10.8%) and 0-5 years' work experience respectively.

From the above analysis, the researcher was satisfied that the respondents had useful requisite work experience that enabled them to provide reliable information and data for the study. This meant that majority of the respondents had a wealth of experience and knowledge on issues of public records management. They were also familiar with the Ministry of Foreign Affairs' numerous policy and regulatory frameworks for the management of public records. These findings were consistent with those of Pember and Cowan (2010), who stated that the number of years a person has worked in an organization provides them the ability to understand the legal and regulatory framework for records management.

4.4.2 Level of academic education of respondents

It was also critical for this study to assess the academic credentials of the respondents at the Ministry of Foreign Affairs, namely those responsible for the ministry's records management function. As a result, the study aimed to ascertain their academic credentials. Table 4.4 shows the findings of the respondents' educational levels.

Table 4.4*Level of academic education of respondents*

Level of education	No.	%
Ph.D.	0	0
Masters	15	23
Undergraduate	30	46.2
Diploma	20	30.8
Total	65	100

As indicated in Table 4.4, the current study revealed that the highest academic qualifications of the respondents were master's degree at 15 (23%). On the other hand, 30 (46.2%) had undergraduate qualification, while 20 (30.8%) had diploma qualification. It was also critical to ascertain the educational qualifications of the ministry's personnel in charge of the records management function. Hence, the study sought to find out academic qualifications of the 3.3% records management staff. The study intended to determine the academic qualifications of all thirty (30) records management officials in the ministry. The study revealed that the highest academic qualification for RMOs at MFA was master's degree in information science 3 (10%). On the other hand, 9 (33.3%) had bachelor's degree while majority 16 (53.3%) had diploma qualification in records management, while 3(10%) had certificate qualification in records management. This implied that the ministry has a large percentage of its records management officers with professional training in records management

Studies by Keakopa and Bwalya (2011) and Iwhiwhu (2011) supported the findings on education and records management systems. According to the studies, education level catalyzes knowledge of the adaptation of new technologies for records management.

Employees with high education levels possess a greater understanding of managing records and therefore are entrusted with records.

4.5 Records management in facilitating operational efficiency at the Ministry of Foreign Affairs in Kenya

The research attempted to investigate how diplomatic records management affects operational efficiency at Kenya's Ministry of Foreign Affairs. The researcher separated this part into three main sections to attain this goal: filing, classification, and retention schedule. As shown in Tables 4.5, 4.6, and 4.7, respondents ranked their replies as Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strongly Agree (SA).

4.5.1 Filing

Filing is a systematic record that is concerned with organizing and maintaining documents for simple availability, accessibility, and utilization when action and service delivery are necessary. Table 4.5 presents responses on how records filing facilitates operational efficiency in the Ministry of Foreign Affairs.

Table 4.5***Extent to which records Filing facilitate operational efficiency***

Filing	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Filing helps immediate retrieval of documents when they are needed for use.	4	6.2	6	9.2	10	15.4	20	30.7	25	38.5
Records are filed systematically as per the ministry filing system	3	4.7	4	6.2	8	12.3	15	23.1	35	53.9
Filing of records are done immediately they are created or received	1	1.5	3	4.6	6	9.2	10	15.4	45	69.2

According to Table 4.5, the majority of respondents, 25 (38.5 percent), strongly agreed that filing aids in the prompt retrieval of documents when they are required for use, which adds to quick and effective decision making and, as a result, successful service delivery. 20 (30.7%) agreed, 10 (15.4%) were indifferent, and 6 (9.2%) disagreed. In comparison, 4 (6.2%) strongly disagreed. These findings are consistent with the World Bank (2018), which identified accurate record filing as a major element contributing to successful records management and, as a result, good service delivery in public sector organizations. The findings were also consistent with Uneke's (2010) observation that a poor filing system was one of the major problems leading to ineffective records management that hampered the identification, access, and retrieval of records when needed for action and service delivery in government ministries in Nigeria.

A majority of 35 (53.9 percent) respondents strongly agreed with the assertion that documents are filed systematically according to the ministry filing system, 15 (23.1 percent) agreed, (46.2 percent) disagreed, 3 (4.7 percent) severely disagreed, and 8 (12.3 percent) were neutral. These findings were consistent with the findings of Adu (2020), who stated that systematic records filing should not be underestimated because it establishes a foundation of techniques that facilitate information retrieval and use at the administrative level, thereby improving service delivery and governance. Moreover, the findings were also supported by Chweya & Oganga (2020), who stated that inadequate filing increased records-related risks that will affect the government of Kenya's ministries' service delivery.

The majority of 45 (69.2 percent) respondents strongly agreed, 10 (15.4 percent) agreed, 6 (9.2 percent) were neutral, and 3 (4.6 percent) disagreed with the statement that filing of records is done immediately after they are created or received to facilitate operational efficiency within various departments at MFA. In comparison, only 1 (1.5%) strongly disagreed. The findings concurred with Netshakhuma (2020), who stated that organizational records and papers should be filed shortly after receipt to prevent loss and boost efficiency during retrieval for speedy decision making and service delivery. These findings were also consistent with the findings of Guto and Jumba (2021), who discovered that when records are not properly filed and preserved, they are more likely to be discarded or lost before they reach the end of their useful life. Lowry and Wamukoya (2016) also said that records serve as a point of reference. If filing is not done correctly, the government's decision-making would be delayed, harming public sector administration.

4.5.2 Classification

The study sought to establish whether the Ministry of Foreign Affairs, Kenya, was using effective file classification systems to manage and control its records. The study considered this item important because classification systems are essential in ensuring that records created, received, and maintained by the ministry account for easy access, retrieval and use towards effective service delivery.

This research defines classification as naming folder documents for easy identification.

Table 4.6 displays responses on record classification in increasing operational efficiency among several MFA divisions.

Table 4.6***Extent to which Records Classification Facilitate operational efficiency***

Classification	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Classification of records facilitates quick identification of records	2	3.1	2	3.1	1	1.5	10	26.8	50	76.9
Records classification provides guideline in records retention and disposal	2	3.1	3	4.6	1	1.5	14	21.5	45	69.2
Records are classified in accordance to the international standard classification system	10	15.4	13	20	10	15.4	12	18.5	20	30.8
Classification helps in quick retrieval of records	3	4.6	3	4.6	1	1.5	12	18.5	46	70.7
Classification provides security to confidential records against unauthorized access	2	3.1	3	4.6	1	1.5	10	15.4	39	60

According to Table 4.6, majority of respondent 50 (76.9 percent) agreed with the assertion that categorization of records helps rapid identification of records. 10 (26.8 percent) agreed, 1 (1.5 percent) were indifferent, 2 (3.1 percent) disagreed, and 2 (3 percent) strongly disagreed. These findings are supported by Ngoepe and Ngulube (2013 b), who recognized classification as the critical factor for effective records management in the public sector. It is the quickest way to identify records' existence and accessible location for service

delivery. The findings are also consistent with Mnjama (2009), who underlined that in an organization with several activities and projects, papers must be categorized to allow for easy identification on a daily basis in order to promote efficiency in administration and hence improve governance.

Furthermore, 45 (69.2 percent) of respondents highly agreed, 14 (21.5 percent) agreed, 1 (1.5 percent) were neutral, 3 (4.6 percent) disagreed, and 2 (3.1 percent) severely disagreed with the assertion that data classification gives recommendations in records retention and disposal. The findings agreed with those of Ngoepe and Ngulube's investigation (2013 a). They emphasized that categorization and retention schedules make it simple to identify the amount of time documents have existed in order to decide their disposition, which is crucial for effective records management. Significantly, Moktar et al. (2016) underlined that classification is the foundation of record management, and any failure to implement a specific classification system will result in a backlog of unclassified documents, affecting service delivery.

Furthermore, in response to a statement that records are classified in accordance with the international standard classification system, namely alphabetical, numerical, geographical, chronological, and subject matter, 20 (30.8 percent) of respondents strongly agreed, 10 (15.4 percent) agreed, and 13 (20 percent) disagreed. In comparison, 10 (15.4%) strongly disagreed. From the finding, it was clear that employees at MFA were aware of the need to develop MFA's file classification in line with accepted international standards for records management. The findings were consistent with Chinyemba and Ngulube's (2005) study. They noted that failure to develop file classification systems in line with international standards by government ministries in Zimbabwe was a significant factor in

poor records management in the country. International Records Management Trust (IRMT) (2009) went on to say that it is only via correct record classification that record users may conveniently access information for administrative purposes to improve service delivery.

Regarding the assertion that classification aids in the speedy retrieval of records, The majority of respondents, 46 (70.7 percent), strongly disagreed with the statement, making the finding consistent with a study by Chinyemba and Ngulube, as cited in Netshakhuma (2020) where they stressed the need of record categorization for easy identification of records. Mukred and Yosuf (2015) agreed with the findings. They underlined that classification is essential in records management since it is the only rapid way to determine the kind of information in a facility.

Furthermore, the study's findings indicated that 39 (60 percent) of respondents strongly agreed with the assertion that categorization protects private documents from unwanted access. Like previous studies (Kemoni, 2007; Mampe & Kalisopa, 2012), the current study noted that records classification systems were essential elements in records management. They demonstrate which records exist and where they are stored in organizations. It also makes records and information more accessible for efficient service delivery. Iwhiwhu (2011) stressed that a good categorization system aids in distinguishing confidential from non-confidential documents and ensures protection for both categories of records.

4.5.3 Retention Schedule

A retention schedule refers to a list of record series maintained by an organization plus the period of which every series must be kept. A retention schedule, according to this study, is a mechanism that specifies how long records should be retained inside the Ministry of

Foreign Affairs. The research determined that developing and implementing records retention and disposal plan was an essential topic that needed to be examined with operational efficiency at Kenya's Ministry of Foreign Affairs. Responses on record retention schedule in facilitating operational efficiency at MFA are presented in Table 4.7.

Table 4.7

Extent to which Records Retention Schedule facilitates operational efficiency

Retention Schedule	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Retention schedule provides consistency in records appraisal and disposal	3	4.6	5	7.7	3	4.6	14	21.5	40	61.5
Retention schedule secure records and plan for their preservation	1	1.5	2	3.1	0	0	12	18.5	50	76.9
Retention schedule provides knowledge of the records that exists in the ministry.	2	3.1	7	10.8	3	4.6	12	18.5	41	63.1

In response to the statement that the retention schedule offers consistency in records evaluation and destruction, 40 (61.5 percent) of respondents strongly agreed, 14 (21.5 percent) agreed, 5 (4.6 percent) disagreed, and 3 (4.6 percent) severely disagreed. In comparison, another 3 (3.6%) were neutral. Akotia (2005), supports this finding by arguing that a well-defined retention schedule ensures proper storage of valuable records. Moreso et al. (2010) assert that appraisal of records has been made easier through the guidelines on records retention schedule.

Additionally, on the statement of retention schedules securing records and planning for their preservation, 50 (76.9%) strongly agreed with it, 12 (18.5%) agreed, 2 (3.1%) disagreed and 1 (1.5%) strongly disagreed. The finding was consistent with Oganga's (2020) study, which indicated that a proper retention schedule allows for documents to be preserved for administrative, legal, fiscal, and historical value before being disposed of. Furthermore, Lowry and Wamukoya (2016) stated that record retention and preservation are critical since records serve as a point of reference for decision-making processes.

Furthermore, 41 (63.1 percent) strongly agreed with the assertion that the retention schedule offers knowledge of existing records, easing access and use at MFA, 12 (18.5 percent) concurred, and 7 (10.8 percent) strongly disagreed. 2 (3.1%) people disagreed. In comparison, three people (3.6 percent) were neutral. ISO (2016), stressed that records managers and archivists should focus on timely updating the retention schedule to avoid the dilemma of ascertaining records in their custody. These findings were like Saffady (2011), who pointed out the importance of retention schedule in helping manage records in the life cycle or continuum concepts for efficient service delivery to organizations in public or private sectors globally.

During interviews with department heads, the researcher inquired whether the MFA had a standardized classification scheme that guided the management of ministry documents across departments. The head of records management division said the following.

MFA has an approved and standardized classification system that has been used for many years.

However, Head records management division was very categorical on the need to revise the ministry's file classification by stating the following.

Many changes have taken place in government over the last few years with the alignment of ministries and departments, where new functions and activities have been introduced or removed from the ministry; meaning that new classes of records have been created, but the file classification systems used by MFA registries are yet to be revised or updated to reflect these changes.

The research also asked whether the classification system has contributed to MFA's operational efficiency. An RMO in the confidential records unit answered the following,

I have been in several ministries in Kenya, and I can attest that poor records classification was a significant problem for public records management. By extension, this can affect public service delivery within the ministry.

The researcher inquired whether the chosen file system was adequately illustrated and simple to use. Another RMO responded,

I must state that the selected filing system is simple to use because the ministry has implemented a functional file classification that captures all of MFA's tasks and operations.

Further, the researcher also inquired whether the ministry had a records retention plan and how it had aided operating efficiency at the Ministry of Foreign Affairs. This is what the head of records division had to say

I must state that while the retention schedule may exist, numerous personnel who interact with records may be unaware of it. In other words, there is no effective and regular records preservation schedule in place at the ministry.

In certain cases, records management has been jeopardized because processes such as appraisal and disposal have not been carried out for an extended period, resulting to the accumulation of records in offices and centers. This puts confidential documents at danger, which might have an effect on governance.

4.6 Effects of the use of ICT in diplomatic records management on operational efficiency

The initial goal of the study was to examine the effect of ICT use in diplomatic records management on operational efficiency at Kenya's Ministry of Foreign Affairs. To accomplish this goal, respondents were asked to judge how the usage of ICT improved operational efficiency in the workplace by indicating whether they strongly Agreed, Agreed, Neutral, Disagreed, or Strongly Disagreed

To address this objective, the study sought to find out how the integration of ICT had affected the ministry's records management functions. The respondents gave their opinions on the effects of ICT on the creation, capture, access, use, security, and disposition of electronic records. Table 4.8 present the rating of the respondents.

Table 4.8***Effect of the use of ICT use in diplomatic records management on operational efficiency***

Did use of ICT affect		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Creation, capture and storage of e-records	No	45	8	2	5	5
	%	69.2	12.3	3.1	7.7	7.7
Migration of records to digital archives	No	50	10	0	2	3
	%	76.9	13.4	0	3.1	4.6
Confidentiality, security, access, and use of e-records	No	35	20	0	2	3
	%	53.9	30.8	0	3.1	4.6
Adequate retention and disposal of e-records	No	30	20	5	3	7
	%	46.2	30.8	7.7	4.6	10.8

Most of the respondents, as shown in Table 4.8, strongly agreed, or agreed with the statements that the use of ICT by MFA affected: the creation, capture and storage of e-records 45(69.2%); migration of records to digital archives 50 (76.9%); confidentiality, security, access and use of e-records 35 (53.9%); adequate retention and disposal of e-records 30 (46.2%).

To understand the role of ICT integration on service delivery using electronic records, it was important for the study to establish whether MFA had implemented the adequate infrastructure for e-records management. The findings, as shown in Table 4.8, revealed

that, while the integration of ICT in records management had a far-reaching effect on the ministry, particularly on operational efficiency, there were no infrastructures to support the management of electronic records from creation to access, use, and finally disposition.

The findings also found that MFA's present level of electronic records management was insufficient to facilitate service delivery.

The study's findings also revealed that ICT integration in the ministry had an influence on records management methods. The study discovered that the incorporation of ICT into the ministry's work processes resulted in the generation, usage, and preservation of records in electronic format in addition to paper records, resulting in a hybrid records management system.

The findings indicated that the ministry generated and received a large number of electronic records as a result of the integration of ICT throughout the ministry's divisions and sections. The electronic records created/generated in the ministry which the respondents identified included: email 65 (100%), finance records 51 (78.9%), procurement records 44 (67.9%) and human resource 43 (67.8%). These findings were consistent with those of Ambira et al. (2018), who discovered that electronic records created by Kenyan government ministries were primarily transactional records, including born-digital and digitized records resulting from the format conversion of manual records into digital formats through scanning. Furthermore, the study indicated that significant volumes of electronic records were received in the ministry via emails, websites, and other online-based systems utilized by MFA.

When questioned about the influence of ICT on electronic records management for successful service delivery, the majority of respondents, 51 (78.7 %), believed that the ministry's e-records management was ineffectively implemented. The challenges identified by the respondents included lack of e-records management framework 57 (87.7%), inadequate e-records management infrastructure 52 (80.1%), and lack of skill and training in e-records management 50 (78.1%).

The findings of this study mean that although MFA appreciated the use of ICT for effective service delivery, the lack of effective electronic records management would hinder this noble government initiative.

The study's finding is consistent with several other studies. First, it is consistent with Ambira's (2016) study, which found that electronic records management in Kenyan government ministries was inadequate to enable e-government service delivery. Second, it is consistent with Nengomasha (2013), who observed that most of the electronic records created and received by government ministries in Namibia were transactional records which required prudent management to ensure their reliability for service delivery. Similar findings were established by a study by Mampe and Kalisopa (2012), who observed that the management of electronic records at Central Philippine University was poor due to the absence of formal systems that deal with electronic records at the university. The findings were also consistent with National Archives and Records National Archives and Records Administration (NARA) (2015), which established that records management staff across Federal States agencies need more professional training in e-records management.

In an interview with heads of departments, the researcher asked to what extent the Ministry of Foreign Affairs has automated records management systems.

The head of ICT stated that:

I believe that over 60% of the automation has been completed. However, we continue to anticipate more in terms of ICT to improve service delivery at MFA and enable the ministry to carry out most of its tasks online.

The researcher asked how the staff's level of awareness and attitude towards good management of e-records can be rated.

ICT head answered:

I can say that most of the employees' awareness and attitude toward the management of e-records are impressive. The changing environment of technology in the government sectors has contributed to this. They can interact well with computers in the ICT environment.

The researcher also inquired whether the ministry offered employees with training on the benefits of ICT as well as current challenges in information usage and management.

Head ICT had this to say:

Training is often not offered. I can't recall the last time I was taught on the benefits of ICT and the challenges that arise as a result of it in terms of records management. Training is typically planned however fails to start due to the lack of funds to facilitate the exercise.

In response to the question regarding an appropriate and dependable network that facilitated MFA operations, the head of ICT in the ministry held,

We have a dependable and adequate network, although there are times when the internet goes down, especially when multiple people are online. MFA's network coverage is average in my opinion. More progress is being made in this area.

The researcher also inquired as to whether there are adequate computers for all workers working on electronic records in order to ensure effective and efficient distribution of ministry information. Head of ICT division responded:

There may not be enough computers to go around for all staff who deals with electronic records. However, some are allotted to each department in order to improve information distribution and governance.

4.7 Legislative framework regulating management of diplomatic records for operational efficiency at the Ministry of Foreign Affairs in Kenya

Legislative and regulatory framework provides a basis for effective public records management. Therefore, enacting a comprehensive legal and regulatory framework was considered a critical prerequisite for effectively managing records in Kenya's Ministry of Foreign Affairs. As a result, objective 2 of this study attempted to determine if there was a legal and regulatory framework that supervised records management in MFA. The study also looked at the implications of Kenya's existing legislative and regulatory framework for records and archives management, particularly in terms of managing diplomatic documents for operational efficiency within the Ministry.

To address this objective, the researcher asked the respondents to rate to what extent they agreed or disagreed with the fact that the Ministry of Foreign affairs Kenya had an organizational investment in the development, implementation, and sustainability of

records management legal framework. The study also considered the frequency with which the Ministry conducted audits and evaluations of its records management programmers and the level of compliance with existing records management legal and regulatory framework. Table 4.9 presents the responses received.

Table 4.9

Legislative framework regulating management of diplomatic records

Key areas considered		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Organizational investment	No.	7	10	5	13	20
	%	10.8	15.4	7.7	20	30.8
Availability of legal framework	No.	20	20	2	13	10
	%	30.8	30.8	3.1	20	15.4
Regular audit and evaluation	No.	10	5	0	40	10
	%	15.4	7.7	0	61.5	15.4
Ministry compliance	No.	40	20	5	0	0
	%	61.5	30.8	7.7	0	0

Details of these findings are provided in sections 4.7.1 to 4.7.4.

4.7.1 Organizational investment in legal framework for Records Management in Ministry of Foreign Affairs

The study also tried to ascertain if the ministry had made an organizational investment in designing and executing a legal recordkeeping framework. In this context, respondents were asked to state whether MFA had invested in the records management legal and regulatory framework. As shown Table 4.9, the majority of respondents, 20 (30.8 %),

strongly disagreed, while 13 (20 %) disagreed. In comparison, 7 (10.8 %) strongly agreed with 10 (15.4 %) agreement that the ministry has invested in records management legal and regulatory frameworks.

The study revealed that MFA had organizational investment and commitment to records management practices by developing various records management tools. When asked to state some of the areas where they believe the ministry had invested in improving records management systems, 51 (79.1%) identified records management policy, 49 (76.1%) records management procedures manual, 55 (85.8%) recognized file classification systems, and 32 (50.1%) records disposal schedule.

One way to monitor records management in the ministry is an investment in records management legal and regulatory framework. The study's findings indicate that the availability of records management control tools indicates that the ministry had made significant investments in the core regulatory framework of its records; specifically paper records. This means the ministry had control of its records from creation until disposition. These findings were consistent with NARA (2014), which revealed that most Federal State Agencies had developed internal agency-specific measures that protect their records from unauthorized access, use and disposition.

4.7.2 Availability of legal framework for records management

The availability of legal and regulatory frameworks required for successful records management for service delivery in Kenya's Ministry of Foreign Affairs was examined in this study. Therefore, the study intended to evaluate if there were existing legislative and regulatory frameworks in Kenya for maintaining public documents, as well as their

effectiveness. The respondents were asked if there were any items of legislation or rules governing record keeping at the Ministry of Foreign Affairs.

On the availability of records management legal framework, 20 (30.8%) of the respondents strongly agreed that MFA had a framework for all its records regardless of the format, a similar number agreed; 13 (20%) strongly disagreed; 10 (15.4%) disagreed, while 2 (3.1%) were neutral. All respondents acknowledged that there are sections of legislation and rules that govern record keeping at the Ministry of Foreign Affairs. The Public Archives and Documentation Service Act (Cap. 19) laws of Kenya were chosen as the primary law for handling public records and archives in Kenya by the majority of respondents, 50 (76.9%). Other laws identified by the respondents include the Access to Information Act, 10%, 2016; Public Finance Management Act, 2013, 7 (10.8%); Public Procurement and Disposal Act, 7 (10.8%); and Records Disposal Act Cap 14, 13 (20%).

The study sought information on whether the Public Archives Act, Cap 19, was adequate in managing paper and electronic records created and maintained by government institutions. The study established that the existing provisions in Cap 19 were insufficient in managing electronic records. Findings of this study further revealed that Access to Information of 2016, unlike Cap 19, which was silent on records creation and maintenance of electronic or digital records, section 17 3(c) of the Act provided that *“Every public organization must computerize its records and information management systems no later than three years after this Act takes effect in order to promote more efficient access to information.*

The study further established that, unlike Cap 19, the Access to Information Act gave public organizations the responsibility to create and maintain complete, accurate and accessible records in all formats.

Therefore, these findings mean that the government of Kenya needs to revise the public archives act to align with the changing technological environment in records and archives management. Erima and Wamukoya (2012) observed similar findings with the Botswana National Archives Act, concluding that while the NARS Act is the primary legislation governing archives and records management practice in Botswana, it is insufficient to regulate the management and preservation of records in all formats.

A prior assessment on the strengths, flaws, opportunities, and risks of the Public Archives and Documentation Service Act, Cap 19, concluded, similarly to this study, that the Act did not successfully support the administration of public documents regardless of format. This was in contrast with NARA (2011), which advocates that records management-related laws and regulatory frameworks must ensure that government employees document their actions and those of government and retain the records in a usable format; for some time and guarantee the preservation and availability of permanent records pertinent to the implementation of its mandate.

4.7.3 Availability of records management policy

This study emphasizes that in order for records management programs to thrive, companies must design and execute sufficient policies to govern record management.

Policies are important because they outline the objectives that must be met as well as the procedures for carrying them out. The research wanted to know if the Ministry of Foreign

Affairs had a formal records management strategy in place and if workers were aware of it.

Respondents were generally unsure whether the ministry had a defined records management policy. Out of the 65 respondents, 40 (61.5 %) said the ministry had a formal records management policy in place, 20 (30.8 %) said there was no policy in place, and the remainder were undecided.

The study discovered that, while the Kenyan government had not produced a National Records Management Policy, the Ministry of Foreign Affairs attempted to implement a ministerial records management policy. The policy has given the government a detailed program for managing its documents from creation through disposal. The policy also assigns records management obligations to all members of staff and other stakeholders.

The study found that the lack of institutional records management regulations might contribute to poor record management practices in government ministries.

Many academics point to the lack of institutional records management policy as the primary reason of poor records management in Africa. According to Kemoni (2007), one of the essential areas for improving records management in Kenya is adopting a records management policy.

In Kenya, the lack of a national and ministerial records management policy meant that public records management in ministries were not guided by a well-established legislative framework. These findings could be interpreted to mean that it could be challenging to have efficient records management systems to ensure that public records were well managed throughout their life cycle, regardless of their format.

These study findings agree with previous researchers in Kenya, South Africa, and Ghana, who highlighted the need for public organizations to develop and implement records management policies (Kemoni, 2007, Ngoepe, 2014, Mnjama and Wamukoya, 2004). In Kenya, the lack of a national and ministerial records management policy meant that public records management in ministries were not guided by a well-established legislative framework. The findings of this study were also like those of Ambira et al. (2018), who noted that the failure of public institutions in the Eastern and Southern Africa region to manage their records adequately was due to a lack of records management policies and procedures.

4.7.4 Compliance with government of Kenya regulation for records management

Compliance with the legislative framework for records management was critical for efficient records management in the Ministry of Foreign Affairs. Most respondents, 39 (61.5%), strongly agreed that the ministry complied, 20 (30.8%) agreed, while 5 (7.7%) were neutral. None of the respondents either agreed or strongly disagreed that the ministry was not in compliance.

In Kenya, public records management is overseen by the Public Archives and Documentation Service Act, Cap. Kenya has 19 laws. Respondents were asked if and to what degree the Ministry of Foreign Affairs followed government laws for public record management. Only 20 (30.8%) said that the ministry followed government requirements for public records management. The majority, 39 (61.5%), was unsure whether the ministry complied with government regulations for public records management.

Legal and regulatory measures are critical components in effective public records management programmes. The findings of this study revealed that MFA was compliant with various laws and regulations that guide public records management. The study identified several national laws that influence records management in the public sector. Besides the Public Archives Act, Cap 19, the study noted that most laws in Kenya had reference to records management; the main ones being the Access to Information Act, 2016; Data Protection Act, 2019; The Public Finance Management Act of 2012, the Public Procurement and Disposal Act of 2015, the Leadership and Integrity Act No. 19 of 2012, the Anti-Corruption and Economic Crime Act of 2002, and the Kenya Information and Communication Act Cap 411 are all acts enacted in 2012.

These findings were like Luyomba (2010), who established a supportive legal framework that influenced public records in Uganda besides the national archive's legislation laws. Like the current study, the researcher, Luyomba (2010), evaluated the compliance of legal and regulatory frameworks by public entities in Uganda and indicated that most complied with the legal and regulatory frameworks.

This study's findings were also similar with The National Archives and Records Administration Management Survey Report (2015), which said that better records management practices in Federal State Agencies were attributable to compliance with federal records management rules and procedures.

The report questioned department heads in an interview if the Ministry of Foreign Affairs had Policies, procedures, standards, and laws that control and govern the administration of print and non-print records are documented.

The director of administration argued:

Yes, MFA has policies, procedures, standards, and regulations in writing/documented that control and govern the administration of records in print and non-print formats. However, relatively few employees who interact with records on a daily basis are aware of them. It is clear from the way they manage records that some of us still do not grasp what rules, processes, standards, and regulations expect of us.

Furthermore, respondents were asked if there were any reasons that led to the ministry's present state of records management.

Head records management division held,

Several things, I feel, may have led to the current condition of records in the ministry. First and foremost, inadequate resource allocation is the foundation of everything that drives organizational operations. All concerns, such as insufficient equipment and space, will be addressed if the records management sector is split equitably.

Furthermore, the survey inquired whether staff in charge of records had embraced and followed policy, procedure, standards, and regulations. If not, what do you recommend?

a deputy director in legal department answered,

I must admit that fewer than half of the employees have adopted and adhered to rules, processes, standards, and regulations. It might be due to inattention or a complete lack of understanding.

Much effort must be expended to educate all staff on the significance of records management infrastructure.

Do policies, procedures, standards, and regulations clearly describe how records should be handled/managed from creation to disposal?

Deputy Director answered.

It does; that is why the ministry has been carrying out the disposition of old records, I believe, guided by the Public Archives Act. More importantly, the ministry has a records disposal program that guides disposition decisions.

The survey also inquired how long records management officers spend reviewing records management policies, procedures, standards, and laws.

The director Americas answered.

It has taken some time, but I heard that the records management policy was reviewed recently.

Respondents were also questioned whether the ministry's records management policy, process, standards, and laws help to improve governance efficiency and effectiveness

Assistant director, Foreign Service acknowledged that.

The infrastructure for records management remained an issue, affecting service delivery and governance efficiency. However, I can affirm that MFA was updating its records management infrastructure to make records retrieval, dissemination, and usage easier.

4.8 Staff capacity, skills, and training on records management

The third goal of the study was to evaluate the staff capacity, abilities, competences, and professional training of records management officers, as well as their influence on

diplomatic records management for operational efficiency at the Ministry of Foreign Affairs. To achieve this goal, the researcher asked respondents to rank the Ministry of Foreign Affairs in key categories. namely, skills and competencies of RMOs in e-records management; job description of records managers, regular training for records management officers; staff awareness of their records management responsibilities, ministry support in e-records training, and staff support of records management function. Respondents were asked to indicate whether they strongly agreed, agreed, were unsure, disagreed, or strongly disagreed with particular assertions regarding their skills and competences. Table 4.10 provides details of the findings regarding the rating of Records Management Skills and Competencies.

Table 4.10

Rating Records Management Skills and Competencies

MFA has		Ratings				
		Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Staff Competent in e-records management	No.	5	10	15	20	15
	%	7.7	15.4	23.1	30.8	23.1
Job description for RMOs	No.	37	20	4	2	2
	%	56.9	30.8	6.2	3.1	3.1
Regular Training of RMOs	No.	5	9	10	10	31
	%	7.7	13.9	15.4	15.4	47.7
Staff are aware of records management responsibilities	No.	28	15	4	9	9
	%	43.1	23.1	6.2	13.9	13.9
Support training in e-records management	No.	2	5	10	14	34
	%	3.8	7.7	15.4	21.5	52.3

4.8.1 Staff Capacity and capability to manage e-records

To answer the question of the competence of staff to manage e-records, the research aimed to examine the competency and capability of Ministry of Foreign Affairs employees to maintain electronic data in order to provide optimal service delivery. All respondents agreed that the capacity was considerably inadequate. Head of ICT noted, *"I do not believe the Ministry of Foreign Affairs has sufficient competence to maintain electronic records. Despite the presence of ICTs, most employees only utilize basic computer programs and have minimal experience of electronic records management. Capability in electronic record management is limited."*

The director of human recourse management and training expressed concern that, *"even records management officers at MFA were not adequately trained and skilled in electronic records management"*. Further the director observed that *"Many RMOs who are meant to take the lead in records management operations lack skills and training in electronic record management. It is thus a challenge for them to take the initiative."*

The study's findings demonstrated that records management training, skills, and competency contributed to the efficiency of records management operations at the Ministry of Foreign Affairs. Many of the respondents, 50 (78%), indicated that records management staff required to be trained at the three levels: either at a certificate, diploma or degree level. Furthermore, 55 (85%) of respondents said that management of paper and electronic records should be limited to qualified records management officers.

This study revealed that officers responsible for records management at MFA did not have adequate training and knowledge on e-records management. The study established that

none of the 30 (100%) officers responsible for managing the ministry's records had training in e-records management. This was a challenge in integrating ICT systems into the ministry's records management systems.

The findings of this study were like Ambira (2016), who pointed out that the lack of adequate skills and expertise of trained records managers was a challenge to effective electronic records management in Kenya's government ministries. A similar conclusion was made by Johare (2006), who noted that the lack of adequate training in electronic records management was a significant hindrance to electronic records in Malaysia. Early studies by Wamukoya and Kemoni (2015) in Kenya also raised concern that a lack of skills and expertise in electronic records management was a significant impediment to a practical electronic records management regime in the government of Kenya ministries and departments.

4.8.2 Job description for RMOs

The effectiveness of records management for service delivery in the Ministry of Foreign Affairs depends on the efficiency of records management officers. To address this worry, the researcher tried to determine if the Ministry of Foreign Affairs had an established records management cadre and what their job description was.

The study established that the Government of Kenya vides Office of the Prime Minister Circular No. MSPS.1//3/5A VOL. VIII (98) of 23rd July 2010 on *Establishment of Records Management Units in Ministries/ Departments* authorized the establishment of records management units in all government ministries and departments. The study revealed that MFA had complied with the requirements of this circular and had established a records

management unit responsible for managing all records created and received at the ministry, including diplomatic records. The study also discovered that records management officers had a unique job description that corresponded to their service scheme.

This means that the ministry had recognized records management as a critical function for effective public service delivery. These findings were consistent with Duffus (2016), who said that the government of Jamaica established the positions of records management officers in government ministries under the Civil Service Establishment (General) Order. Records management officers in Jamaica controlled records from several government ministries.

The findings of this study were also like those of Ladan (2014), who established that identifying and assigning a clear job description to records management officers would contribute to improved records management practices in many African governments. The absence of clearly defined records management responsibilities and their effects has also been identified as an impediment to effective records management in the fight against corruption in Kenya's public sector. Ethics and anti-corruption Commission (2021) report of activities and financial statements for the financial year, 2021 noted that unclear or inconsistent records management responsibilities and accountability have negatively affected accountability in most public entities in Kenya.

4.8.3 Regular Training of RMOs

An organization must have a training program for its records management staff in order to continually increase their capabilities. Hence, the research tried to ascertain if the ministry had a training program for its records management personnel. The findings revealed that, while there were training programs in government ministries, there were none specific for records management staff. This is an important strategy to help improve competencies that record management staff in the Ministry of Foreign Affairs lacked. The study established that most records management staff undertaking further studies are not sponsored by the ministry to pursue professional training from certificate to degree level.

The study established many training opportunities in Kenya for records management, with more than five public and private universities offering records management training, ranging from certificate to postgraduate levels. These findings differed from Mampe and Kalisopa (2012), who established that there were few opportunities for training in Jamaica as the academic programmes offered in the country were not strong in records management content.

The findings of this study agreed with Nangomesha (2009), who stated that a lack of recognition and adequate deployment of skilled staff for records management, as well as lack of formal training for records management professionals, hampered the implementation of Namibia's records management program, affecting service delivery.

4.8.4 Placement of Records management function in organizational structures

This study also considered the organizational placement of the records management function within the ministry as a determinant factor in providing records management with

the scope and authority to adequately address and enforce records programmes. To address this issue, this study examined the Records Management Unit's reporting and location within the Ministry of Foreign Affairs' organizational structures, with the goal of determining how it affected successful records management within the ministry.

The Ministry of Foreign Affairs maintained an effective records management section, according to all respondents. The study further noted that the ministry had a senior officer responsible for coordinating and overseeing the implementation of records management programmes.

When asked whether records management was adequately represented at ministerial policy and strategic meetings, 63 (98%) of the respondents answered in the negative. All the 65 (100%) respondents were further in agreement that the profile of records management was lowly placed in the ministry. All the 16 (100%) RMOs interviewed thought that *"records management officers were not sufficiently placed at senior positions in the ministry to influence key decisions on records management."* They felt this affected the implementation of records management policy and adequate funding for records management programmes at the MFA.

The study also established that records management was considered a marginalized department where most employees did not prefer to be deployed. Most of the respondents, 60 (92.30%), pointed out that transfers and posting to the RMUs were regarded as lowly placed compared to accounts, procurements, and human resource management. Interviewed in this regard, one of the respondents, a Director of Human Resource Management, remarked that *Officers are generally transferred to records management*

because they are underperforming or they are being penalized in other ministries but not at the Ministry of Foreign Affairs.

The study's findings indicated that, despite records having a direct link with quality service delivery and good governance, there was inadequate support for records management in the ministries. Records management was lowly ranked in the ministry's organizational structure. These findings concur with Ngoepe (2014), who observed a general lack of global recognition and support for records management in most government organizations. It also concurs with Wamukoya (2011), who noted that placing records management functions lowly in government ministries in Kenya contributed to inadequate funding and lack of support and enthusiasm by senior officers. As per Ngoepe and Ngulube (2013 a), one of the issues faced by records management in the ESARBICA area was insufficient support for government records management functions.

The findings of this study were also like those of Ladan (2014), who established that the placement of records and archives management functions in the organizational structure partly contributed to poor records management in many African governments. Ladan (2014) expressed worry over the placing of the Zimbabwean records and archives mandate under the Ministry of Home Affairs, whose activities had nothing to do with records and archives management. In concurrence, Nengomasha (2009) noted that the records management mandate in Namibia was placed under General Service Ministry and was highly marginalized.

4.9 Financial implication on diplomatic records management

A records management programme must be well financed to achieve its mandate and core functions. In this regard, objective 4 of the research intended to examine the effect of financial allocations on diplomatic record management for operational efficiency at Kenya's Ministry of Foreign Affairs. The researcher wanted to find out whether the Records Management programmes at MFA were allocated appropriate financial resources to sustain their activities. In this regard, the researcher asked respondents to indicate how finance allocated for records management function affected the ministry's records retention and disposal; acquisition of adequate records' storage space; easy access to diplomatic records; automation of records management system; and allocation of adequate resources for training, Table 4.11 provides details of the findings in this regard.

Table 4.11

Financial implication on diplomatic records management

Does Financial allocations have any implications on		Ratings				
		Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Records retention and disposal	No.	35	20	0	8	2
	%	53.9	30.8	0	12.3	3.1
Acquisition of adequate records' storage space	No.	37	18	0	8	2
	%	56.9	27.7	0	12.3	3.1
Easy access of diplomatic records	No.	15	9	0	10	31
	%	23.1	13.9	0	15.4	47.7
Automation of records management system	No.	60	5	0	0	0
	%	92.3	7.7	0	0	0
Adequate resources for training	No.	60	5	0	0	0
	%	92.3	7.7	0	0	0

4.9.1 Implication of financial allocations on MFA records retention and disposal programme

This study considered records retention and disposal programme as a key component for adequate diplomatic records by MFA. Therefore, the study determined whether the ministry had appropriate funds to establish and implement data retention and disposal policies. The study's findings showed that most respondents, 35 (53.9%), strongly agreed that adequate funding had implications on how the ministry conducted its records retention and disposal programmes, 20 (30.8%) agreed, 8 (12.3%) disagreed and only 2 (3.1%) strongly disagreed.

The majority of respondents, 51 (78.9 %), recognized record retention and disposal schedule formulation and usage as a key area in successful records management for service delivery within the Ministry of Foreign Affairs. Therefore, the study attempted to determine if the ministry had records retention and disposal schedules. The study also assessed the adequacy of the disposal procedures used by the ministry in ensuring that public records were protected against unsystematic and unauthorized disposition.

The research discovered that the ministry had created a records retention and disposal schedule that had been approved by the Kenya National Archive. The study further revealed that the document was up-to-date and was used to guide the ministry in making appraisal and disposal decisions for all records in the Head office and Missions abroad. The majority, 56 (87%), of the respondents believed the development of records and retention schedule was one of the critical records management tools that the ministry had allocated funds to, aiming to improve service delivery efficiency.

The study's findings suggested that MFA considered records and information as critical government resources and assets that required systematic disposition guided by defined operational procedures rather than individual workers' discretion. From the research findings, it can be deduced that the absence of consistent, controlled and uniform identification, preservation and disposal of records would result in an unsystematic and premature disposition of public records in Kenya. Given this situation, the research concluded that all ministries must adopt retention and disposal schedules for both paper and electronic data as part of their risk management strategy for public records.

Saffady (2011) argued that retention and disposition are two of the eight generally accepted recordkeeping principles. This argument is in line with the study's findings. According to the study, retention and disposal of MFA records was a core component of a systematic records management program. The research found that the ministry had allocated adequate funding to appraise its records in the Kenyan missions abroad.

The conclusions of this study contrasted with those of Oganga (2020), who found that while retention and disposal schedules are an essential component of a systematic records management program, they are still neglected by Kenyan government departments.

Similarly, Kemoni (2007) pointed out that poor records management and delayed disposal of non-current records in most ministries in Kenya resulted from the inadequate financial allocation for retention and disposal programmes.

From the research findings, it can be deduced that adequate financial allocation for records retention and disposal programmes was key to effective records management in the public sector. Given such a scenario, the study noted that it was fundamental for the ministry to

continue implementing retention and disposal schedules for paper and electronic records as part of the service delivery strategy.

4.9.2 Implication of financial allocations on acquisition of adequate records storage space

One of the important components of efficient records management for service delivery evaluated in this study was records storage premises and equipment. The storage location for current, semi-current, and non-current records should be acceptable for preventing harm or degradation of the records. Records equipment should enable secure storage that is resistant to unwanted access and complies with fire rules. To achieve these requirements, MFA must allocate adequate funds to purchase and maintain suitable storage space and equipment.

This study thus sought to determine how the ministry was dealing with financial allocation for records storage and equipment. When asked whether financial allocation for records management programme implications on acquisitions of adequate records storage space in the Ministry of Foreign Affairs, many of the respondents, 36 (56.9%), strongly agreed that financial allocations affected the acquisition of the ministry's records storage space, 18 (27.7%) agreed, 8 (12.3%) disagreed and only 2 (3.1%) strongly disagreed.

Table 4.12***Equipment used for storage of current records***

Equipment used for storage of current records	Yes		No	
	Frequency	%	Frequency	%
Steel filing cabinets	47	72.5	18	27.7
Wooden filing cabinets	42	64.2	23	35.4
Iron racks	8	11.7	57	97.7
Floor	3	4.2	63	96.9

The study's findings were that MFA used various storage equipment for current records. The most identified were steel cabinets 47 (72.5%), while the following most used storage equipment was cupboard 42 (64.2%), iron ranks 8 (11.7%) and floor 3 (4.2%).

The findings of this study revealed that records storage equipment used by MFA was inadequate due to insufficient funding. The equipment was complete in some of the registries, and records were put on top of the cabinets or on the floor. These findings concur with Chaterera et al. (2014) study, which sought to assess records storage equipment and facilities used by the government of Zimbabwe ministries and departments. It established that majority of the ministries' records storage equipment, and facilities were inadequate due to nominal funding allocated for their procurement and supply by various ministries. These findings are consistent with Ndenje- Sichelwe (2011) 's study on the importance of records management in creating accountability in Tanzania's public sector reform initiative, which found that the technology utilized was insufficient for records storage. The study also discovered that most of the registries investigated were overcrowded with records, with shelves full and other records on the floor.

4.9.3 Implication of financial allocations on easy access of records

The study considered access to records and information since records are critical for service delivery in the Ministry of Foreign Affairs. Respondents were therefore asked to indicate whether financial allocations to the records management function also affected access and use of the records. Most of the respondents, 31 (47.7%), strongly disagreed, while 15 (23.1%) strongly agreed that financial allocation has an effect on access, 10 (15.4%) disagreed and 9 (13.9%) agreed.

This study attempted to examine how budgetary allocations to records management services led to simple access and use of diplomatic records at MFA in order to better understand the role of records management in inefficient service delivery. Respondents were asked to state factors that hindered adequate access to records in the ministry. The current study revealed that Due to insufficient budget, the ministry did not build suitable access control mechanisms for its records. This has resulted in unauthorized access, leakage of official information, and in some cases, loss of records and documents. Table 4.13 provides details of the findings on the factors that affected access.

Table 4.13***Problems faced in providing access to public records***

Problems faced in providing access to public records	Yes		No	
	Frequency	%	Frequency	%
Absence of access policy	44	67.7	21	32.3
Inadequate registry operation	41	63.1	24	36.9
Missing/lost files	36	55.4	29	44.6
Action officers retaining files	20	30.8	45	69.2
Registry staff lacking training	29	44.6	36	55.4
Limited knowledge of users	10	15.4	55	84.6

Table 4.13 indicates that most frequently mentioned difficulty in giving access to information was the absence of an access policy 44 (67.7%) followed by Inadequate registry operation 41 (63.1%). Other cited problems included Missing/lost files 36 (55.4%), registry staff lacking training 29 (44.6%), Limited knowledge of users 10 (15.4%).

The study revealed that access to records at MFA was inadequate due to poor funding to the records management function, which hampered the development of various access tools. This study's findings supported Garaba's (2010) observation that access to public records should be made easier by relevant policy. The findings of this study are like Maseh and Mutula (2015) who indicated that, access to and use of records in the Kenyan Judiciary was affected by the fact that the Judiciary did not have access policy.

4.9.4 Implication of financial allocations for automation and digitization of records management system

The study also sought to determine expenditures and financial allocations that MFA had put in place for ICT integration and, more specifically, implications for automation and

digitization of records management service in the ministry. The study revealed several factors that prompted MFA to digitize official records and documents. Those identified by the respondents include; improved service delivery 62 (95.4%), increased access to records and information 48 (74.6%), speedy retrieval of information 67 (67.7%) and practical preservation 39 (60.8%). These findings corroborate with Katuu (2020), who stated that digitizing information resources in the public sector increases accessibility, information sharing and enhanced service delivery.

Following MFA's discovery of the necessity for digitization of public records, the research moved on to determine the skills and competences possessed by records management professionals in response to the digitization process. The findings found that the majority of the ministry's records management officers lacked a lot of the necessary skills for digitizing records and other information resources. This study identified skills and competencies such as the ability to use a computer system, the ability to convert traditional paper records to digital ones, the ability to digitize library resources using system software, the ability to establish, run, and maintain a digital database, and the ability to use the web and electronic databases.

Despite the values inherent in the digitization of records in the Ministry of Foreign Affairs, the results revealed several problems facing the digitization project. These problems include insufficient project finance, personnel incompetence to manage the digitization process, insufficient infrastructure to confine the digitization process, technology and software obsolescence, and unstable power supply, resulting in database insecurity. On the obstacle of digitalization in libraries, Ngoepe and Ngulube (2013a) complement these findings.

This study concluded that because of the changing nature of digitization processes, teaching records management employees to acquire digitization skills in the dynamic and complex digital world necessitates the ministry allocating additional cash to the digitization project.

4.9.5 Implication of financial allocations on resources for training

Education and training in records management were considered critical for successful records management programme for efficient service delivery in the Ministry of Foreign Affairs. The study, therefore, sought to establish whether financial allocation affected training for records management staff in the ministry. The majority of the respondents, 60 (92.3%), strongly agreed that financial allocations affected records management training in the ministry, while only 5 (7.7%) agreed. No respondent neither disagreed nor strongly disagreed.

The study considered adequate funding for records management programmes necessary for effective records management at MFA. For records management staff to receive adequate training and necessary skills that can enable them to manage records adequately, the ministry is required to allocate adequate funding. The study established that the majority of 55 (85%) of the RMOs in the ministry had not received basic training in records and archives management due to inadequate funds allocations to further their education. Due to this, the study established that such staff members lacked the competence to manage the ministry's records for effective service delivery.

These findings might imply that identifying and recruiting competent, talented, and trained records management experts was one of the important expenditures for sound and

appropriate records management programs. This would only be achieved through adequate financial allocation for a records management training program.

Previous studies in other countries have also highlighted challenges affecting training in records management due to inadequate funding. According to Katuu and Ngoepe (2015), in addition to limited infrastructure, another issue contributing to inefficient record administration and preservation in Africa is inadequate training and skills in records management owing to low financing.

This difficulty is compounded, according to Ngoepe et al. (2013), by the fact that relatively few African colleges offer training in records and archives management. According to their research, just ten of South Africa's 25 universities offer degrees in Library and Information Science, and only three of them provide training in records and archives management. Katuu and Ngoepe (2015) also found that these universities' curricula did not thoroughly incorporate record management in all forms as compared to universities in global hubs such as Canada and Australia. With inadequate funding for training, the study revealed that there were limited opportunities for records management officers from MFA to travel abroad for such training.

In interviewing the heads of departments, the researcher asked whether the Ministry of Foreign Affairs had a specific financial vote for records management functions and activities. One of the respondents (A) had the following to say;

The Director of finance said, "This ministry has a clear budget for records management activities and programs, unlike other ministries where I have worked. The records management function has a financial vote head for its activities."

Furthermore, the researcher inquired whether the ministry had considered the records management department's demands and given the requirements for improving the records management program by giving enough funding. Respondent (B) said the following;

Funds will never be enough, and records management is not considered an essential function in the ministry. However, during MFA funds, the management tries very hard to allocate adequate funds for records management. Further, we have not achieved standard records management functions due to inadequate resources,” said director of finance.

When asked whether financial allocations affected records management and operational efficiency, one of the respondents (C) said this.

It is quite true that without adequate funding, the ministry will not achieve good records management. This will affect the service delivery and operational efficiency of the ministry, said the Head Records Management Division

The researcher further asked the heads of the department to share their experiences on how financial allocations influenced operational efficiency in records management. The answer of the respondent (Director) captured the place of financial allocation and effective records management at MFA.

If the government of Kenya is to have effective records management in all ministries, adequate financial resources for records management must be given priority. This will include the provision of training funds, equipment and facilities, and development records management policies and procedures. All these will lead to operational efficiency in the ministry, a Director said.

4.10 Diagnostic Tests

The study carried out various diagnostic tests including auto-correlation, normality, multi co linearity and heteroskedasticity in order to ascertain that the data met the required assumptions to run regression analysis. The following sections show the results of the diagnostic tests.

4.10.1 Normality Test

Shapiro-Wilk and Kolmogorov-Smirnov tests were carried out to examine the normality of the data for each of the study variables. Table 4.14 shows tests results for normality.

Table 4. 14*Tests of Normality*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Operational efficiency	0.316	64	0.637	0.739	64	0.612
Application of ICT	0.117	64	0.851	1.002	64	0.846
Legislative framework	0.466	64	0.523	0.546	64	0.509
Human resource capacity	0.155	64	0.691	0.984	64	0.636
Financial resources	0.428	64	0.643	0.759	64	0.621

a. Lilliefors Significance Correction

The results in Table 4.15 shows that the study variables had a normally distributed data as indicated by probability values of more than 0.005 in the Kolmogorov-Smirnov tests as follows: Operational efficiency ($p=0.637$), application of ICT ($p=0.851$), legislative framework ($p=0.523$), human resource capacity ($p=0.691$) and financial resources ($p=0.643$). Therefore, the data was fit to run regression analysis.

4.10.2 Linearity Test

The study carried out linearity test as shown in Table 4.15 in order to determine the association between and within the variable. The probability values greater than 0.05 indicate that variables are dependent linearly and values below 0.05 shows that variables are not dependent linearly.

Table 4. 15*Linearity Test*

			Sum of Squares	Df	Mean Square	F	Sig.
Application of ICT		(Combined)	51.668	3	5.43165	1.275	0.334
	Between Groups	Linearity	34.905	1	31.2795	7.343	0.011
		Deviation from Linearity	21.878	2	2.19975	0.517	0.962
	Within Groups		354.432	38	4.473		
	Total		400.985	40			
Legislative framework		(Combined)	84.304	2	11.879	3.151	0.008
	Between Groups	Linearity	25.673	1	21.586	5.726	0.025
		Deviation from Linearity	63.746	1	10.261	2.722	0.363
	Within Groups		321.796	39	3.959		
	Total		400.985	40			
Human resource capacity		(Combined)	97.89	5	5.731	1.400	0.221
	Between Groups	Linearity	28.71	1	24.780	6.050	0.021
		Deviation from Linearity	74.29	4	4.540	1.109	0.461
	Within Groups		308.201	36	4.301		
	Total		400.985	40			
Financial resources		(Combined)	65.373	4	5.273	1.241	0.348
	Between Groups	Linearity	32.25	1	28.492	6.706	0.015
		Deviation from Linearity	38.238	3	3.162	0.744	0.814
	Within Groups		340.726	37	3.885		
	Total		400.985	40			

The study findings shows that the dependent variables were linearly dependent as indicated by the following probability values greater than 0.05: application of ICT (p=0.962),

legislative framework ($p=0.363$), human resource capacity ($p=0.461$) and financial resources ($p=0.814$)

4.10.3 Autocorrelation Test

Durbin-Watson statistics were used to test auto-correlation in this study as shown in Table 4.16 below.

Table 4. 16

Durbin-Watson Test

Durbin-Watson test statistic (d)	Sample Size	Regresses	Critical Value ($\alpha =0.05$)	
			Lower (d_L)	Upper(d_u)
0.512	28	5	0.832	1.618

The results of Durbin-Watson test shows that the Durbin-Watson statistic was $d=0.512$ which was less than the lower critical value ($d_L=0.832$) read from Durbin-Watson table for critical values for a sample of 28 and 5 regressors ($d=0.512 < d_L=0.832$). This indicated that there was no autocorrelation among study variables.

4.10.4 Multicollinearity Test

Variance inflation factor was used to examine multicollinearity among the independent variables in the study. Variance inflation factors less than 10 indicated that multicollinearity was not a problem among the study variables.

Table 4. 17*Collinearity Statistics*

	Collinearity Statistics	
	Tolerance	VIF
Application of ICT	.214	4.675
Legislative framework	.116	8.655
Human resource capacity	.137	7.309
Financial resources	.573	1.744

a. Dependent Variable: Operational efficiency at the Ministry of Foreign Affairs in Kenya

The results in Table 4.17 shows that variance inflation factor for the Application of ICT the Ministry of Foreign Affairs in Kenya was 4.675, less than 10, indicating that multicollinearity was not problem for the variable. Similarly, variance inflation factor for legislative framework (VIF=8.655), human resource capacity (VIF=7.309) and financial resources (VIF=1.744) were less than 10 showing that the variables did not have a problem of multi collinearity.

4.10.5 Heteroscedastic Test

The study used Levene's test of equality of error variances to examine heteroskedasticity in the data collected as shown in Table 4.18.

Table 4. 18*Levene's Test of Equality of Error Variances*

Dependent Variable: Operational efficiency			
F	df1	df2	Sig.
1.216	5	64	0.308
1.431	4	64	0.234
1.531	5	64	0.186
1.465	5	64	0.205

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a Design: Intercept), application of ICT, the legislative framework, human resource capacity, financial resources

The Levene's test of equality of error variances in Table 4.189 show that all the p-values for independent variables (application of ICT, the legislative framework, human resource capacity and financial resources) were greater than 0.05 at 95% level of confidence. Consequently, the study concluded that the data collected was homoscedastic.

4.11 Correlation and Regression Analyses

The study carried out correlation and regression analyses to determine the significance of the relationship between the dependent and independent variables. The dependent variable was the operational efficiency at the Kenya's Ministry of Foreign Affairs. The dependent variables were operational efficiency, information communication technology, legislative framework, human resource capacity and financial resources.

4.11.1 Correlation Analysis

The study carried out correlation analysis to examine whether there was statistically significant interaction between the variables. Table 4.14 shows the findings of the study.

Table 4. 19*Correlations*

		<i>Operational efficiency</i>	<i>Application of ICT</i>	<i>Legislative framework</i>	<i>Human resource capacity</i>	<i>Financial resources</i>
Operational efficiency	Pearson Correlation	1				Operational efficiency
	Sig. (2-tailed)					
	N	65				
Application of ICT	Pearson Correlation	.760	1			Application of ICT
	Sig. (2-tailed)	.000				
	N	65	65			
Legislative framework	Pearson Correlation	.682	.022	1		Legislative framework
	Sig. (2-tailed)	.001	.844			
	N	65	65	65		
Human resource capacity	Pearson Correlation	.708	.249	.027	1	Human resource capacity
	Sig. (2-tailed)	.000	.166	.774		
	N	65	65	65	65	
Financial resources	Pearson Correlation	.815	.035	.020	.380	Financial resources
	Sig. (2-tailed)	.000	.752	.854	.059	
	N	65	65	65	65	

The results in Table 4.11 show that the application of ICT in the management of records at the Kenya's Ministry of Foreign Affairs had weak and positive correlation with legislative framework ($r= 0.022$, $p=0.884$), human resource capacity ($r= 0.249$, $p=0.169$) and financial resources ($r= 0.035$, $p=0.752$). Legislative framework had a weak and positive correlation with human resource capacity ($r= 0.027$, $p=0.774$) and financial resources ($r= 0.020$,

p=0.854). There was a weak positive correlation between human resource capacity and financial resources ($r= 0.380$, $p=0.059$).

The study findings indicate that all the independent variables had weak correlations amongst themselves and were therefore fit for the prediction of the operational efficiency at the Kenya's Ministry of Foreign Affairs. The following sections discuss the regression model summary, analysis of variance and regression coefficients.

4.11.2 Regression Model Summary

Table 4.20 shows the R Square value for the regression model indicating the composite effect of the independent variable on the dependent variable.

Table 4. 20

Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.835 ^a	0.697	0.675	0.32109

a. Predictors: (Constant), application of ICT, the legislative framework, human resource capacity and financial resources

From the study findings in Table 4.12, the R Square or the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) was 0.697. Therefore, the predictor variables (application of ICT, the legislative framework, human resource capacity and financial resources) explained 69.7% of the observed change in the operational efficiency at the Kenya's Ministry of Foreign Affairs.

4.11.3 Analysis of Variance

Table 4.21 shows the Analysis of Variance (ANOVA) using F statistics to determine the fitness of the regression model adopted by the study.

Table 4. 21

Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.498	4	3.375	34.451	.000 ^b
Residual	5.877	60	0.098		
Total	19.375	64			

a. Dependent Variable: Operational efficiency

b. Predictors: (Constant), application of ICT, the legislative framework, human resource capacity and financial resources

From the analysis of variance in Table 4.21, the p-value was 0.000, which was less than 0.05, indicated that the model term was significant at the 95% level of confidence. The regression model was therefore fit for data analysis. Therefore, the study rejected the null hypothesis that *all of the regression coefficients are equal to zero*. Instead, the study concluded that none of the regression coefficients are equal to zero thus the model was fit for analysis.

4.11.4 Regression Coefficients

Table 4.22 shows the regression coefficients, t statistics and the corresponding probability values (sig.).

Table 4. 22*Regression Coefficients*

Predictors	Unstandardized		Standardized	t	Sig./p
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.261	1.005		.260	.796
Application of ICT	.424	.109	.447	3.876	.000
Legislative framework	.377	.156	.279	2.423	.020
Human resource capacity	.396	.120	.376	3.293	.002
Financial resources	.643	.241	.305	2.662	.011

a. Dependent Variable: Operational efficiency at the Ministry of Foreign Affairs in Kenya

From the study finding in Table 4.22, the regression model appears as follows:

$$Y = 0.261 + 0.424X_1 + 0.377 X_2 + 0.396X_3 + 0.643X_4 + 1.005$$

The constant $\beta_0 = 0.261$ in Table 4.22 indicate that the operational efficiency Ministry of Foreign Affairs in Kenya was rated at 0.261 if all the independent variables (application of ICT, the legislative framework, human resource capacity and financial resources) were rated at zero.

The regression coefficient shows that a unit change in the application of information communication technology in the management of records, caused a change of magnitude 0.424 in the operational efficiency at the Ministry of Foreign Affairs in Kenya. Similarly, a unit change in the legislative framework, human resource capacity and financial resources caused changes of magnitudes 0.377, 0.396 and 0.643 in the operational efficiency at the Ministry of Foreign Affairs in Kenya.

There was a direct proportionality between the dependent and the independent variables. Therefore, the operational efficiency at the Ministry of Foreign Affairs in Kenya increased proportionately with the increase in the application of information communication technology, the legislative framework, human resource capacity and financial resources.

The probability (p) or significance (sig.) values for the t-statistics shows the significance of the relationship between independent and dependent variables. The level of confidence was set at 95% (0.05). Therefore, the probability values show that the operational efficiency at the Ministry of Foreign Affairs in Kenya was significantly influenced by the application of ICT (t=3.876, p=0.000), the legislative framework (t=2.423, p=0.020), human resource capacity (t=3.293, p=0.002), and financial resources (t=2.662, p=0.011). All the probability values were less than 0.05.

The magnitude of the regression coefficients indicated the magnitude of effect that independent variables had on the dependent variable. Therefore, the operational efficiency at the Ministry of Foreign Affairs in Kenya was greatly influenced by financial resources available for the management of records (B=0.643). The availability of financial resources was followed by the application of ICT (B=0.424), human resource capacity (B=0.396) and legislative framework for the management of records (B= 0.377).

The study findings are in agreement with past studies that established a statistically significant relationship between use of ICT in records keeping and efficiency in operations and service delivery. For example, Guto (2020) established that the use of ICT in the management of records significantly enhances efficiency in the delivery of services especially in mitigating malpractices such as corruption. Similarly, Adu (2014) attributed

the significant influence that the application of ICT in management of records has on operational efficiency to the ability of ICT to enhance utilization of workers and equipment's in serviced delivery.

The study finding is also in agreement with past studies (Kemoni 2007, Okello-Obura 2011 and Msibi and Nsibirwa 2015) that established statistically significant relationship between operational efficiency and legislative framework. Msibi and Nsibirwa (2015) established that lack of a good legislative framework for successful use and maintenance of records hampers efficiency in operations.

The study findings on the nexus between human resource capacity for the management of records and operational efficiency is in tandem with similar past studies by McGrath (2010), Cherry (2013), Nsibirwa (2014) and Abdullah et al. (2019). The studies came to a conclusion that institutions with a well-trained and qualified records management workforce gains higher efficiency in their operations compared to institutions with poorly trained staff. Similar studies in Kenya by Og'ang'a (2012) and Kiilu et al. (2015) also established that the level of human resource knowledge and skills in the management of both electronic and manual records influences operational efficiency and service delivery in public and private institutions.

The study findings on the statistically significant relationship between financial resources allocated for the management of records at the Ministry of Foreign Affairs and operational efficiency agrees with past studies by Mnjama (2016), Kemoni and Ngulube (2018), Gladwell (2016), Abioye, and Issa (2016) and Mohammed et al. (2018). The above stated

studies also established that the availability of finances is a critical aspect in the effectiveness of record management which in turn affects operational efficiency.

4.12 Chapter Summary

This chapter concentrated on the presentation and analysis of the data gathered throughout the study. Data is presented and evaluated in a logical order in respect to the objectives and research questions. The findings are presented using a combination of quantitative and qualitative methods. Quantitatively, the researcher used simple table and percentages. Qualitatively, the researcher used texts which were organized into phrases and direct quotations from respondents to explain the findings. The findings reveal that records management affects operational efficiency at Kenya's Ministry of Foreign Affairs. Effective records management was found to be significantly influenced by a combination of four factors that included, ICT applications; legal and regulatory framework for diplomatic records management; capacity, skills, and training; and financial resource allocation on records management function.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the study's findings, conclusions, recommendations, and future research directions.

5.2 Summary of study findings

The summary of study findings is presented based on the objectives of the study as outlined below:

5.2.1 Diplomatic records management operational efficiency at the Ministry of Foreign Affairs, Kenya

Firstly, the study investigated how the management of diplomatic records influenced operational efficiency at the Ministry of Foreign Affairs, Kenya. The findings revealed that effective records management systems improved MFA's operating efficiency. Because of the first research question, it can be said that records management facilitated operational efficiency at the Ministry of Foreign Affairs, Kenya.

5.2.2 ICT in diplomatic records management on operational efficiency

Secondly, the study assessed the effect of the use of ICT in diplomatic records management on operational efficiency at the Ministry of Foreign Affairs, Kenya. The study indicated that electronic records are used in the Ministry of Foreign Affairs. The substantial incorporation of ICTs into ministry activities resulted in evidence of quick development of electronic records. The study further revealed that using and applying ICTs within the

ministry enhanced the effective creation, capture, access, retrieval, security, retention, and disposition of records within MFA. As a result of this, it was established that there was operational efficiency and improved service delivery in the Ministry of Foreign Affairs, Kenya. There was, therefore, a strong correlation between the application and use of ICTs for effective records management and operation efficiency.

5.2.3 Legislative framework management of diplomatic records operational efficiency

The research also looked at how the legislative framework governing the maintenance of diplomatic documents influenced operational efficiency at Kenya's Ministry of Foreign Affairs. To begin, the analysis revealed an elaborate legislative and regulatory framework that governs public records management in Kenya. Like other public agencies, records management at MFA was principally guided by the Public Archives and Documentation Service.

Act Cap 19. The study also revealed that the Ministry of Foreign Affairs had developed a ministerial Records Management Policy. The study further established that the existing legal framework was inadequate to provide the basis for the management of electronic records not only for MFA but across the government of Kenya Ministries and Departments. Finally, the study established that an adequate legal and regulatory framework was considered one of the significant factors that contributed to effective records management at the Ministry of Foreign Affairs and significantly contributed to its operational efficiency.

5.2.4 Human resource capacity in diplomatic records management and operational efficiency at the Ministry of Foreign Affairs, Kenya

The study assessed the effects of records management staff capacity, skills, competencies, and professional training on operational efficiency at the Ministry of Foreign Affairs. The study established that MFA had a well-established records management unit headed by a senior records management officer responsible for records management functions and activities. Training levels and professional and technical competency in managing electronic records were low within MFA. Limited training opportunities for records management officers within MFA undermined the ministry's development and implementation of records management systems. This was found to hurt operational efficiency, particularly in e-service delivery.

5.2.5 Implications of financial allocations for diplomatic records management in enhancing operational efficiency at the Ministry of Foreign Affairs, Kenya

On assessing the implications of financial allocation on the management of diplomatic records on operational efficiency at the Ministry of Foreign Affairs, Kenya, the study revealed that the ministry was not allocating adequate finances for records management functions and activities. Due to inadequate budgetary allocations, the ministry did not provide suitable records storage facilities and equipment, low-level training in e-records management, and the absence of a records retention and disposal scheduling system. This was found to have negative implications on operational efficiency.

5.3 Conclusions

This part gives the study's conclusions based on the data and interpretation reported in Chapter Four. The goal of the conclusions was to reflect on the research's results and emphasize their implications, which led to the development of study recommendations. The conclusions are presented in the following paragraphs, which correspond to the study objectives.

The study showed that records management contributed to organizational and operational efficiency. The study also indicated that effective records management in the ministry was aided by efficient filing methods, a functional classification system, and a complete records retention and disposal schedule. Following these findings, the study concluded that for records management to contribute to operational efficiency and service delivery, organizations need to put in place sound records management systems to guide the creation, access, use and disposition of records in their life cycle and continuum of care.

The study revealed that the use and application of ICTs by the Ministry of Foreign Affairs resulted in the creation of electronic records in the ministry, which enhanced effective records management, which in turn contributed to operational efficiency. The investigation discovered that current practices for maintaining electronic records were woefully insufficient. Therefore, despite the abundance of electronic records in the Ministry of Foreign Affairs, these findings conclude that methods and techniques to managing these records for operational efficiency were inadequate.

The study discovered a complex legislative and regulatory framework that governs the handling of public records in Kenya. The study also found that a realistic legislative and

regulatory framework provides a solid foundation for successful records management at the Ministry of Foreign Affairs, adding to operational efficiency. The Public Archives and Documentation Act, Cap 19, Kenya's primary legislation governing public records, were determined to be inadequate in handling documents in various formats. The study also established that MFA had developed a ministerial records management Policy, a records classification scheme and records retention and disposal schedule, which formed the basis of managing records within the ministry.

It can be concluded from this study's findings that enacting a comprehensive legal and regulatory framework is a critical prerequisite for effective records management, not only for the Ministry of Foreign Affairs but across government ministries in Kenya.

The investigation discovered that the ministry had a well-established records management unit led by a senior records management officer who was in charge of the ministry's records management functions and operations. However, the study concluded that within MFA, training levels and professional and technical competencies of records management officers in electronic records management were poor. This jeopardized the ministry's development and deployment of records management systems. As a result, this research indicated that, despite the fact that records management was recognized as a vital component for operational efficiency across the ministry, there had been insufficient attempts to appropriately train records management officers in line with changing trends.

The results revealed that the ministry was not allocating adequate finances for records management functions and activities. The study also found out that due to inadequate budgetary allocations, the ministry did not provide suitable records storage facilities and

equipment; there was low-level training in e-records management; and absence of a records retention and disposal scheduling system. It can be concluded from the findings of this study that inadequate budgetary allocation for records management function would be a severe impediment to successful records management regime in the ministry. This would negatively affect operational efficiency and service delivery by the ministry.

5.4 Recommendations

Concerning the findings, the study proposed several recommendations that, if adopted and implemented by the ministry, will help improve the state of records management for operational efficiency and better service delivery.

5.4.1 Development of Electronic records management policy

The study found that, despite the ubiquity of electronic records at the Ministry of Foreign Affairs as a result of ICT applications, the current policy and rules for managing electronic records were inadequate. As a result, the report advises that the Ministry of Foreign Affairs create and execute a comprehensive policy and regulatory framework for handling electronic records inside the ministry and Kenyan embassies overseas.

5.3.2 Development of Human Resource Capacity

One notable conclusion of the study was that records management officers at the Ministry of Foreign Affairs had considerably low levels of skills and training for handling documents electronically. This would limit the value of ICT applications in operational efficiency and service delivery. Given this, the report suggests that the Ministry of Foreign Affairs establish minimum training requirements for records management officers,

especially for electronic records management. The ministry should adopt numerous strategies, which include; identifying and recruiting staff with the required skills and knowledge; undertaking training of existing staff with competencies and skills in records management, and conducting current awareness programs to ensure that all staff in the ministry are well informed of records management programs for them to appreciate and help in their implementation.

5.3.3 Sufficient Budgetary Allocations

The study found that the Ministry of Foreign Affairs was not allocating adequate finances for records management functions and activities. This was considered a severe impediment to a successful records management regime in the ministry and would negatively affect MFA's operational efficiency and service delivery. Given this, the study recommended that the ministry allocate more funds to the records management functions that will be adequate to support the development, adoption and implementation of systems and strategies that support sound records management. With enough budgetary allocations, the ministry can acquire sufficient facilities and implement improvement strategies such as automation to improve the records management programs.

5.3.4 Adoption of Records Management as one of the Key Performance Indicators

The study established that effective records management contributed to operational efficiency in the ministry of foreign affairs. However, records management had not been considered part of the ministry's key performance indicators. Thus, the study recommends that the Ministry of Foreign Affairs adopt effective records management as a key performance indicator. This should be implemented as part of the strategies for

strengthening the integration of records management programs as part of business processes in the ministries. This will help to ensure that they are actively involved in documenting their work processes which help to promote operational efficiency.

5.3.5 Implications of the findings on theory, practice and policy

The significance of a study is evaluated on how it enriches scholarly research and literature in the field (theory), how it improves practice and how it affects policy (Mitchell 2012). With regard to the present study's implication to theory, the study has sought to examine the relationship between diplomatic records management as a determinant of operational efficiency at the Ministry of Foreign Affairs in Kenya. Empirical findings have been provided to demonstrate how diplomatic records management can be determinant of operational efficiency in the Ministry. These findings together with other expositions from literature contribute to the ongoing scholarly discourse on the role of records management in effective public service delivery.

In terms of the study's implications for policy and practice, it is envisaged that the findings of the study may go a long way in influencing policy and practice of records management in Kenya's ministries and department more especially in relationship with public service delivery. If the recommendations of this study are taken into consideration, they could help in the formulation of policies and strategies for public records management in Kenya's Government Ministries and Departments.

The study provides Government ministries with strategic direction required to initiate records management as a key factor for operational efficiency. The study's implication to practice assists policy makers in Government Ministries and Departments in Kenya to

understand why it is important to put in place effective legal and regulatory framework, skilled records management staff as well as adequate financial allocation if public organizations are going to benefit from records management systems. The study is therefore likely to change the way public organizations in Kenya have been dealing with records management as a peripheral issue and place it as a key component in public service delivery that require adequate funding and competent staff. With regard to the study's contribution to policy, by establishing the nexus between records management and operational efficiency in Kenya, the study has shed light on approaches for integrating records management within the policy direction for public service delivery. It has further provided a baseline for developing policy guidelines for electronic records within e-government framework in Kenya.

In terms of the theories and models that informed this study, it is indeed in agreement with the Records Continuum and Hybrid Records management theories, that suitable record practices revolves around consistency, continuity, integration, coherence, efficiency, effectiveness, interdisciplinary, accountability, authenticity, and acknowledgement of the dynamism of interface technologies that have effect on service delivery. The findings of this study will therefore change government policy and approach towards public records management in Kenya in public service delivery.

5.5 Suggestions for Further Research

The study covered records management programs at the Ministry of Foreign Affairs headquarters, Nairobi. Given this, the study suggested further research to be conducted on the management of records in Kenya's Missions abroad. This will help to develop a records

management framework for all records created by the ministry at the head office and missions abroad.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

RE: QUESTIONNAIRE FILLING

My name is Frida Kajuju currently a student in Kenya Methodist University. I am conducting research on *“Diplomatic Records Management as a Determinant of Operational Efficiency at the Ministry of Foreign Affairs in Kenya”*. This study will be used purely for academic purposes and for the partial fulfillment of a post graduate degree course. Please note that responses given will be treated with confidentiality and strictly for the purposes of this study. Kindly, respond to these questions as honestly and as precisely as possible.

Thank you for your time.

Frida Kajuju

APPENDIX II: QUESTIONNAIRE

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated with confidentiality. Kindly do not write your name.

SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your gender (Tick one) Male [] Female []

2. Working experience

5 years and below []

6- 10 years []

11-15 years []

16- 20 years []

21 years and over []

3. Highest level of education

Diploma []

Undergraduate []

Masters []

PHD []

SECTION B: INFORMATION COMMUNICATION TECHNOLOGY

5. Kindly rate to what extent do you agree with the following statements influence of ICT on operational efficiency (in a scale of 1 to 5). Whereby: 5 strongly agree, 4 agree, 3 Neutral, 2 disagree, 1 strongly disagree (please put an X as appropriate).

ICT	1	2	3	4	5
Use disposal procedures that demonstrate authorization, adherence to confidentiality and security requirements.					
Migrating electronic records to a digital archive that can provide secure access to e-mails and instant messages for future retrieval.					
Use a suitable time for retrieval of onsite, off-site, and electronic records.					
Institute a consistent and secure system for the retention of records in accordance with an approved Records Retention Schedule.					
Disposition of e-records in our organization has functional ICT infrastructure.					

6. In your view how can ministry of foreign affairs improve ICT integration in records management?

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7. Describe your experience concerning ICT integration in records management and operational efficiency.

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SECTION C: LEGISLATIVE FRAMEWORK

8. Kindly rate to what extent do you agree with the following statements influence of influence of legislative framework on operational efficiency (in a scale of 1 to 5). Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Legislative Framework	1	2	3	4	5
Our organization has invested in legal framework for e-records					
Availability of a legal framework in records management improves operational efficiency					
There is regular audit and evaluation of the legal framework					
We practice compliance with law, regulation, or policies on e-records					
The management ensures standards and guidelines for e-records					

9. What are some of the legislative framework practiced to enhance operational efficiency in data retrieval?

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.....

10. How can legislative framework improve operational efficiency in records management?

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.....

SECTION D: HUMAN RESOURCE CAPACITY

11. Kindly rate to what extent do you agree with the following statements influence of influence of human resource capacity on operational efficiency (in a scale of 1 to 5).

Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree

(please put an X as appropriate).

Human Resource Capacity	1	2	3	4	5
Staff for e-records management are competent					
The is proper job descriptions in our organization					
Our staff are regularly trained on management of records					
Staff awareness in records management improves operational					

efficiency					
Government supports sensitization of our human resources on e-records management					
Support from the management has ensured operational efficiency through records management.					

12. How does human resource capacity influence records management?

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13. Suggest ways that can enhance human resource capacity in records management?

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SECTION E: FINANCIAL RESOURCES

14. Kindly rate to what extent do you agree with the following influence of influence of financial resources on operational efficiency (in a scale of 1 to 5). Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Financial Resources	1	2	3	4	5
There are adequate resources for retention and disposal of records					
Our organization has adequate storage for our records					
Our records are easily accessible					
Procurement procedures are transparent					
All our services are automated					
We have adequate resource for staff training on records management					

15. How does financial resources influence operational efficiency in records management in ministry of foreign affairs?

.....

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.....

SECTION F: RECORDS MANAGEMENT AND OPERATIONAL EFFICIENCY

16. Kindly rate to what extent do you agree with the following statements on operational efficiency (in a scale of 1 to 5). Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Operational Efficiency	1	2	3	4	5
Our records management system supports decision making					
We regularly achieve business targets and objectives					
In the last three years there is an increase in effectiveness and efficiency					
We have reliable and accurate access or retrieval of records					
Our organization meets regulatory and legislative requirements					

17. Does your organization have a filing system?

.....

If yes, what type of filing classification scheme does your organization use for records management? And how regularly is it revised?

.....

In your opinion, do think the filling and classification scheme in use is adequate for management of the ministry's records in all formats?

.....

18. What are the other factors that influence data management and operational efficiency?

.....

.....

.....

Thank you for your participation

APPENDIX III: KEY INFORMANT INTERVIEW GUIDE

a) INFORMATION COMMUNICATION TECHNOLOGY

- i. In what ways do ICT influence operational efficiency?
- ii. In order to improve operational efficiency what are some of the ICT infrastructure that should be adopted.
- iii. How does retention of records influence operational efficiency?

ii) Legislative Framework

- i. In what ways legislative framework influence operational efficiency?
- ii. In what does availability of a legal framework in records management improves operational efficiency?
- iii. How do regular audit and evaluation of the legal framework influence operational efficiency?

iii) Human Resource Capacity

- i. Suggest ways can staff competence be improved in ensure records management.
- ii. How does staff are regularly trained on management of records influence operational efficiency?
- iii. How can staff awareness in records management improve operational efficiency?

iv) Financial Resources

- i) How do adequate resources influence operational efficiency?
- ii) What are some of the measures taken by the management to ensure storage of records?
- iii) In what ways automation of our services improved operational efficiency?



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

April 1, 2022

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear sir/ Madam,

FRIDA KAJUJU HUMPHREY (ISK-3-1856-1/2014)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, Department of Information Science, undertaking a Degree of Information Science. She is conducting research on, **'Diplomatic Records Management as a determinant Operations efficiency at the Ministry of Foreign Affairs in Kenya.**

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable her collect data for her research.

Any assistance accorded to her will be appreciated.



Dr. John Muehisi, PHD.
Director Postgraduate Studies
Cc: Dean

COD, Information Science



REPUBLIC OF KENYA

Ref No: 889272

RESEARCH LICENSE



This is to Certify that Ms. Frida Kajuru Humphrey of Kenya Methodist University, has been licensed to conduct research in Nairobi on the topic: diplomatic records management as a determinant for operational efficiency at the Ministry of Foreign Affairs in Kenya for the period ending : 09/April/2023.

License No: NACOSTI/P/22/16806

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Applicant Identification Number



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Date of Issue: 09/April/2022

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