Record Management Practices and Service Delivery in Devolved System of Governance of Mavoko Sub-County, Machakos County Kenya

Josiah Mbuvi Musyoka[1]*, Dr. Samuel Macharia[2]*, Dr. Cyprian Makiya Ratemo[3]*

[1]Master's Candidate: School of Information Science and Technology Kisii University, Kenya

[2]Lecturer, Department of Communication, Media and Information science Technical University of Kenya

[3]Lecturer, Department of Computing Sciences information science Karatina University, Kenya

*Corresponding Author

ABSTRACT

The purpose of this paper was to assess records management practices and service delivery in Mavoko sub-county, Machakos County. Records management practices are widely acknowledged as important resources for social, economic development. Due to resource constraints, records management practices has been taken rather slowly but it is needed for the business running and effective service delivery. The aim of the study was to assess records management practices and services delivery effects in devolved system of governance of Mavoko sub-county, Machakos County Kenya. The specific objectives of the study were to assess records management practices undertaken on service delivery in Mavoko Sub- County, Machakos County. Objective two, was to analyse the effects of records management practices on service delivery in Mavoko Sub-County. Third objective was to investigate the challenges experienced in managing records in Mavoko Sub-County and the fourth objective was to propose strategies to improve service delivery by use of effective records management practices at Mavoko sub county, Machakos County. Knowledge of records management practices is the research gap of the study. The study has contributed a lot towards the importance of records management practices in Mavoko Sub-County. The study used a combination of theories such as records life cycle theory, information governance reference model and systems theory in order to inform the study. Both descriptive and survey design method have been used since the research study involved description and survey. Questionnaires and survey method have been applied to collect data that a quantitative research design was adopted to address the research problem. The target population was 38 and a sample of 38 respondents comprising 7 respondents from Deputy Commissioner's office in Mavoko Sub-County, 7 respondents from Mavoko municipal office and 24 respondents representing staff working with records and administrators in the six county wards reached by using census. Quantitative data was collected through questionnaires and survey of records in Mavoko Sub-County where a questionnaire was used to collect data from both staff and users. Questionnaires were used to collect data by the researcher because they are simple and easy to understand when analyzing. The researcher used simple random sampling method that included everyone who had been chosen at random by use of census. Using simple random sampling enabled the researcher get enough and accurate information that led to better recommendation. Quantitative data was analyzed using statistical package for social science (SPSS) and presented by means of tables, figures, graphs and pie charts. The use of quantitative approach has made the research more understandable in solving the research problem. The result of the study was beneficial in social, economic development in Mavoko Sub-County and adjacent areas. The key findings of the study indicated that records management practices are not fully practiced in Mavoko Sub-County due to lack of training of staff in the field of records management. Records management practices are useful in all

organizations in Mavoko Sub-County since they ease service delivery. The recommendations of the study are that training of staff on records management and on other related field was needed highly to improve service delivery. Also to minimize work failure, there is need to equip adequate facilities and good safety for records keeping and records management policies are necessary when handling record management practices. Since this was the first time the research study was conducted in Mavoko Sub-County, the researcher recommended another further study to be conducted in another sub county in Machakos County since change of technology may bring implications in records management practices. The researcher also recommended the application of information technology on records management practices for future study in the county.

Keywords: Record management practices, Records keeping

INTRODUCTION

Revolution in the world is seen to be evolving in managing business. Many authors have commended on the need of records keeping which have come up with directives towards management of records (Popoola),2000). The international standards for organization (2001) have indicated that records management is a function that deals with management of information in an organization through its life cycle. Wamukoya, (2017) supported this by stating that record keeping is fundamental in public administration. Without records, there can be no rule of law and hence no accountability. Any Government cannot take or justify any action with little or no reference from the past performance or future goals as well as justifying parallel or duplicate services when they can combine services and reduce costs.

Proper records management practices are essential for the smooth running of the organization's operations, that it involves the incorporation of various activities and policies that aims at ensuring practical implementation in all facets of company functions. This involves the systematic control of records created and maintained during the course of their life cycle for the attainment of operational business needs, stakeholders (National Archives of Scotland, 2013).

At the same time, records management practices involves keeping of records continuity for easy of retrieval that is continuously maintained at all stages of life cycle since effectual maintenance of corporate information enables fast reliable and accurate access or retrieval of records. It also ensures redundant information is timely damaged and that important information are protected in a well-organized manner. Important records are regarded as valuable because they are either useful for decision making, accountability for protecting the clients, employees and stakeholder's interest. That, new employees can use to decide whether to use the previous leadership practices and techniques or modification (Abdulrahman, 2015).

In the same sentiment (Kennedy & Schauder, 2018) concluded that records are also used by administrators and managers on the routine basis to carry out their duties in facilitating quick decision making, storage space, safeguarding the organization memory and preserving information for posterity. In developed countries like Australia, the United States and South Africa, are ahead in record management and also have sufficient provision of efficient service delivery (Kennedy & Schouder). With the support of modern information and communication technology, these countries have stand ahead in service delivery and they are putting more effort to adopt technology to manage their records, (Yusuf & Moktar, 2018).

The governments of USA and Canada have made it successful to migrate from analog to digital in managing records by using (ISO) standard. This system creates managers and maintains standards in management in providing efficient services to the clients (Sanderson & Ward, 2016).

Due to malpractices in many African countries, management of records has been affected ideally since

proper records management practices are not involved (Khayundi, 2018, Oledokun, 2018, Kanzi, 2016). Their study established that the absence of awareness and existence of management policy, lack of security and preservation measures and rampant issues of missing files, folios and torn folder as well as other malpractices and level of training of staff, grossly affected service delivery.

The first step records managers' needs to clear backlogs of non-current records that are no longer for current business. This goes to Ramokate and Moallhodi (2010) observation that the backlog of unprocessed records at Botswana National Archives Services brings challenges of denying access to information which in terms of legislation should be availed.

Mampe and Kalusopa,(2012) observed that poor storage of health records affected the provision of health services in Swaziland since patient were entrusted to keep and safeguard their medical records at home and carry them when they are needed for medical attention from government hospitals. This approach made that whenever a patient failed to produce records, the medical practitioners could not deliver their services in the absence of previous records and medical history.

Other studies by Asogwa (2012), Ngulube & Tafor (2016) indicates that due to inadequate records accommodation facilities, police officers in Uganda have resulted in keeping records in sacks making retrieval very difficult for both the registry staff and the members of the public. Such storage conditions are prerequisites to corruption because where retrieval of records was impossible; the users get tempted to compromise the users in order to have their files produced. The study further underscores the fact the lack of proper filing systems in courts has fueled corruption to the highest level (Otuoma, 2016).

The governments of USA and Canada have made it successful to migrate from analog to digital in managing records by using (ISO) standard. This system creates managers and maintains standards in management in providing efficient services to the clients (Sanderson & Ward, 2016).

At the same time, records management practices involves keeping of records continuity for easy of retrieval that is continuously maintained at all stages of life cycle since effectual maintenance of corporate information enables fast reliable and accurate access or retrieval of records. It also ensures redundant information is timely damaged and that important information is protected in a well-organized manner. Important records are regarded as valuable because they are either useful for decision making, accountability for protecting the clients, employees and stakeholder's interest. That, new employees can use to decide whether to use the previous leadership practices and techniques or modification (Abdulrahman, 2015). In the same sentiment (Kennedy & Schauder, 2018) concluded that records are also used by administrators and managers on the routine basis to carry out their duties in facilitating quick decision making, storage space, safeguarding the organization memory and preserving information for posterity. In developed countries like Australia, the United States and South Africa, are ahead in record management and also have sufficient provision of efficient service delivery (Kennedy & Schouder). With the support of modern information and communication technology, these countries have stand ahead in service delivery and they are putting more effort to adopt technology to manage their records, (Yusuf & Moktar, 2018).

According to (Kanzi,2016) difficulties to get information frustrated administration of justice causing delay in administration of Justice which contributed to continuous inflow of people to courts in pursuit of Justice. A study conducted in the Republic of Tanzania by Baraka & Cain (2015) indicates that society does not trust the government in offering them efficient services, that the report of the study indicated that it was very difficult for citizens of Tanzania to access information from public offices that the government of Tanzania maintains a culture of secrecy that denies citizens the right to access information in Kenya, records keeping is regarded important right from the cultural behaviour of keeping of records though there is much relaxing in most parts of Kenya whereas regarded as remote areas. Otuoma (2016) posted that Kenya is grouped among the countries which are still putting more effort to adopt technology in the management of records.

Much of the records produced both electronic and physically emerges from the technological tools and activities. With the vision 2030, framework of security of all persons and property throughout the republic of Kenya, all counties are involved in implementing this vision and therefore Mavoko Sub County, Machakos County cannot be left out.

The Constitution of Kenya (2010) mandates the Kenya National Archives & Documentation Services (KNADS) to provide advisory services to public organizations on all matters relating to the management of public records. Section 4(1) of the Public Archives and Documentation Services Act Cap 19 of the Laws of Kenya particularly deals with matters of public records. It also mandates the Director of KNADS to examine public records and advise on the care, preservation and custody. Although KNADS regularly provides records management guidelines to the government ministries and departments, most of the ministries do not implement them. This normally frustrated the government effort to ensure efficient service delivery in the public sector (Otuoma, 2016).

The Kenya national archives and documentation service (KNADS) has a rich collection of records that help in enhancing democracy through the provision of information to citizens. According to Garaba (2016), management of records in the public sector is chaotic where legislations in the management of records are not adhered to by the public service. According to Mitullah and Waema (2015), for the Kenya Government to Achieve Vision 2030 and enhance efficiency and effectiveness in service delivery, the driving force will be the implementation of information communication technologies in the management of records. According to Kanzi (2016), despite the efforts of Kenya National Archives and Documentation Centre in providing advice to government departments, records management has not been adequately implemented. The Kenya National Archives faced numerous challenges in advising government departments on records management issues. KNADS identified the challenges affecting records management in public service as including; lack of adequate human and financial resources, lack of support from senior government officers, and inadequacies in existing legislation on the management of records. Despite this effort of Kenyan government of creating KNADS to examine records, there have been in several occasions, accusation of records keeping being the cause of corruption. The forum on corruption held in Nairobi in 2005 came out with report that much of the corruptions in Kenya is caused by neglecting records keeping as an important activity in management of organization. That much of the study is necessary to find the cause of poor records keeping. Most of the counties are not aware of the importance of record management activities, since most of the discussions engaged in different forums are the results of poor record management activities, that, this study is very important in bringing awareness of good record management activities for service delivery in organizations like those in Mavoko Sub County.

The workshop approach proposed by Mjama (2006) can deal with unprocessed records in the region in shorter time. Lack of archivist capacity is one of the reasons for the accumulated backlogs and therefore, in such instances, it is appropriate. It is therefore important to bring a team of archivist and records management professionals to conduct records appraisal over different periods in a considerable manner.

It is also important to bring development of a records management practices strategies based on the ideals of ISO 15489-1(2016) that can help to establish physical and intellectuals control over all records Created by organization or institution. This strategy should address the legal, policy and regulatory framework. An appropriate organizational structure, awareness raising, capacity building and proper records storage and financial investments is necessary for this strategy to succeed. A records management practices strategy provides direction for records and information management through an organization (KEAKOPA 2013).

Placing archival institutions under key and influential government ministries is another solution for improvement in good records keeping which enhance good service delivery (Wamukoya 2017) and should come under key central ministry with over-arching responsibilities across government. Records and archival

agencies should be accorded appropriate status in this public service and should be allocated adequate financial and human resource to enable them to carry out their responsibilities.

There should be a records management policy. According to the National Archives of UK (2010), a records management policy is the foundation of effective records management practices in an organization and is normally the guiding document for the development and implementation of a records management programme which promotes proper filing of records and their referral, control movement of records and records retention and scheduling to supports good governance. The governance of records, management programmes derives from archival legislation (Okello-Obura 2011). Countries like Tanzania and Namibia have national records management policies that guide records management practices, while others such as Botswana and South Africa have record management policy manuals and procedures to provide guidance (National Archives and records services of south Africa, 2007, National archives of Namibia 2007, BNARS 2009, Komba, Nawe & Manda 2017).

Training is an important component of modern management. Records management personnel at all levels require appropriate training to enable them to acquire new knowledge and skills (Dikopoulou & Mihiotis 2010). Users of records too need on going relevant awareness training. It must include both formal and informal approaches such as on the job training. These scholars affirm that specific training by records management practices processes is useful for public servants at all levels. Katuu (2015) notes that graduate level education in Africa Universities is hampered by low numbers of qualified staff, lack of research and outdated educational materials and programmes. They suggest that the weaknesses in graduate-level and education and training can be addressed by developing relevant educational materials and revamping curriculas. This will create room to good service delivery since records units will be runned by trained staff.

Marketing archives and records management practices service is another solution to improve records management practices and service delivery, it is the duty of archivist and records manager to public servants, private sector make public aware of the importance of records in promoting decision making, accountability and good governance. This can be achieved through various methods, including workshops, seminars, conference, public lecturers, exhibitions, bench mark and community projects outreach programmes (Kamatu 2011). For example archival agencies in the ESARBICA region use social media platforms to raise awareness about public archives (Saurombe 2019) and to increase archives visibility to lure archives users (Mosweu and Ngoepe 2019). Saurombe (2016) argues that archival public programming initiatives are an integral part of archival operations because they support greater use of archival records. She developed an inclusive framework geared towards archives. These enabled records to be traced easily whenever needed by clients that bring good service delivery

LITERATURE REVIEW

The Elsmar cove discussion forum (2004), posited that records management practices consist of management of active records, records creation, designing of records systems, which includes retention schedules and vital records protections and finally development of records procedures, which includes indexing, filing, access and disposition. That from this explanation, it sums up that records management activities are consisted of i). records creation, ii). Records storage/filing, iii). Records access and retrieval, iv). Records survey, v). Records Appraisal, vi) records retention and disposition

According to Norris (2002:1), many records management programs manage existing records well. Unfortunately, records management often is not effective during the time that records are being created. These programs include records creation, records storage and maintenance, records survey, records appraisal, and finally records retention and disposition. Each of these stages, records are supposed to be taken care ideally in order to be provided with security and also to provide ease of retriable of records for

good services delivery.

Theoretical Framework

Theories are essential in explaining, predicting, understanding phenomena, and challenging existing knowledge. Thus, a theoretical framework is a knowledge structure that can support or hold a theory of research since it explains the essence of a research problem (Weick, 2014). It consists of concepts, their definitions, and relevance scholarly literature. Its strengths the study through: explicitly stating the theoretical assumptions to permit a reader for critical evaluation. It connects the study to existing knowledge as guided by the selected theory, which gives a basis for hypothesis, it articulates the theoretical assumptions of a study and allows a researcher to address the research questions; it also provides a theoretical framework that can help in the identification of the limits of generalizing research findings. According to Douglas (2008) the word theory has a number of distinct meanings in different fields of knowledge depending on their methodologies and the context of discussion. Many authors have however presented definitions of the word theory both from scientific and general viewpoints. From their definition, a theory is a set of hypothesis, assumptions or propositions, logically or mathematically linked, offered as an explanation in general terms for a wide variety of connected natural observable condition. Research is guided by some theoretical perspective because a theoretical framework provides a framework within which has been an attempt to answer questions why and within it has also been an explanation.

The study of relevant theories helps to understand complex relationship between variables in a particular study (Mohamed, Rashali, & Mwagike, 2018:23). The theories considered for this study include records lifecycle theory (Mohamed et al, 2018:23), information governance referenced model (Franks, 2013:322) systems development life cycle (Roebuck, 2011:11) and adaptive structuring theory (Schmitz, Teng & Webb 2016 663); . However only three theories were adopted, namely, records life cycles theory, the information governance reference model and systems theory.

Records life cycle theory.

One of the core concepts in records management is that of the records life cycle. This term is invariably used in records management and widely accreted by professionals in the field of information science. As an important concept, the life cycle provides the greatest potential for effective management of recorded information particularly where records are in paper form. Yusuf and Chell (2000:135) pointed out that in the American context, the life cycle of records begins when records are first organized, maintained and actively used by the creators. It contains as records are stored for an additional use ends entirely or dormant use in off-site records centers and ends when their operation use ends entirely or when they are selected as institution or declared of no value and destroyed.

The life cycle of records, reflects the opinion that all records, irrespective of form and purpose (Newton 2003:120), Gill (2000:12) emphasizes that the logical steps form the creation through its use, storage and retention in active files, to its transfer to inactive files, storage and finally disposal. This concept of life cycle was developed first in the United Stated of America in the 1930S

It consists of three phases which are creation, maintenance and use and disposition. It was founded and invented by the National Archives of the USA in response to the ever-increasing volume of records produced by organization and stated that records have a clearly defined life from birth to death and it has a framework for identifying the specific elements or functions of records management (Hare and McLeod, 1997:16).

Taylor (2007) stated that records life cycle has also been regarded as a theory which provides a framework for this operation of a record management programme. The truth fact is that recorded information has a life

similar to biological organism. This theory of records life cycle explains the existence and management of records as undergoing through distinct life cycle phases that can be seen in two perspectives of age and use. The age perspective asserts that records go through three stages of current, semi current and non-current stages. The use perspectives assert that a record goes through the three phases of its usability which are active, semi-active and non –active use (Hare and Mcleod, 1997:2-5).
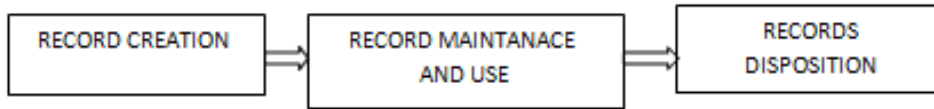

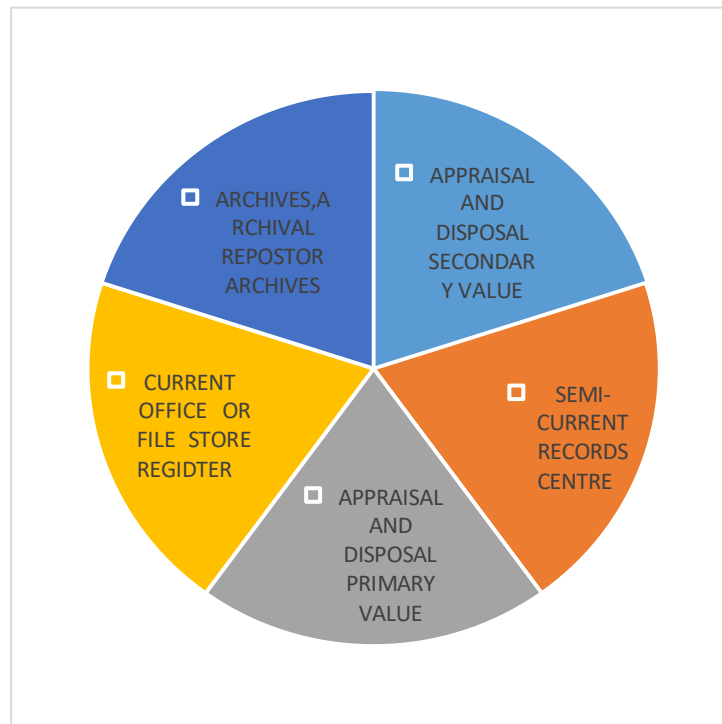
Figure 2:1 Records life cycle (source author)

Figure 2.2: Records Life Cycle Theory (Hare and Mcleod, 1997) Information Governance reference model

The information governance reference model (IGRM) integrates policy and process amongst information management stakeholders in organization. These stakeholders are business units that include information technology, record and information management (RIM), legal business, security and privacy (Franks 2013:322).

Records and information management is changed with the responsibility of making sure that all the regulatory obligations for organizational information is observed and it is this model which makes sure all stakeholders in organization are responsible for the quick action in their place of work.

The IGRM is relevant to this study since it supports the principle of ARMA international by pointing out these cross-functional groups of the major information governance stakeholders (Small wood, 2014:74). The model was therefore important in intersecting the objectives of this organization in Mavoko Sub County in regards to record management activities to realize efficient and effective service delivery. The model was essential in organizations records units in a bid to attain the management of records in Mavoko sub county Machakos County.

Systems theory

The system theory was adopted for helping in understanding the relation between the variables in this study. The theory was developed in 1968 by a biologist called Ludgwig Von Bertalanthy (Shepherd & Yeo, (2013:34). This theory posts that systems within an organization are open and normally interactive; they also acquire some qualitatively new properties by this emergency that results from continual evaluation. This theory is made up of three components that the input, processes and the output. Therefore, whenever one component is affected, effects are felt throughout the whole system.

The system theory has been applied in previous studies in a bid to explain this relationship between records management activities and effective service delivery in the organizations, For example, Muemi & Rotich (2015) affirm that record management and service delivery can be understood through system theory censes. Muemi used this theory in understanding records management influence on service delivery in the Ministry of Lands, housing and urban development in the Kenya Public Sector.

It is essential in understanding how Mavoko Sub County Systems operates where the internal environment consists of this staff interact while the external environment is the public that this organization service. The inputs involve the sharing and destruction of records. The processes include the guidelines that are used in the creation, archiving, retrieval, sharing and destruction of records in the sub county.

The outputs are the services that Mavoko Sub County provides to the public and their effectiveness is measured by accuracy, efficiency and effectiveness of sharing records in the course of running business in organization in Mavoko Sub County.

STRATEGIES TO IMPROVE RECORDS MANAGEMENT PRACTICES AND SERVICE DELIVERY

Addressing implements to good governance is very important to improve records management practices and services delivery.

The first step records managers' needs to clear backlogs of non-current records that are no longer for current business. This goes to Ramokate and Moallhodi (2010) observation that the backlog of unprocessed records at Botswana National Archives Services brings challenges of denying access to information, which in terms of legislation should be availed.The workshop approach proposed by Mjama (2006) can deal with unprocessed records in the region in shorter time. Lack of archivist capacity is one of the reasons for the accumulated backlogs and therefore, in such instances, it is appropriate. It is therefore important to bring a team of archivist and records management professionals to conduct records appraisal over different periods of time in a considerable manner.

It is also important bring development of a records management practices strategies based on the ideals of ISO 15489-1(2016) that can help to establish physical and intellectuals control over all records Created by organization or institution. This strategy should address the legal, policy and regulatory framework. An appropriate organizational structure, awareness raising, capacity building and proper records storage and also financial investments is necessary for this strategy to succeed. A records management practices strategy provides direction for records and information management through an organization (Keakopa, 2013).

Placing archival institutions under key and influential government ment ministries is another solution for improvement in good records keeping which enhance good service delivery (Wamukoya (2017) and should come under key central ministry with over-arching responsibilities across government. Records and archival agencies should be accorded appropriate status in this public service and should be allocated adequate

financial and human resource to enable them to carry out their responsibilities.

According to the National Archives of UK (2010), a records management policy is the foundation of effective records management practices in an organization and is normally the guiding document for the development and implementation of a records management programme which promotes proper filing of records and their referral, control movement of records and records retention and scheduling to supports good governance. The governance of records, management programmes derives from archival legislation (Okello-Obura 2011). Countries like Tanzania and Namibia have national records management policies that guide records management practices, while others such as Botswana and South Africa have record management policy manuals and procedures to provide guidance (National Archives and records services of south Africa, 2007, National archives of Namibia 2007, BNARS 2009, Komba, Nawe & Manda 2017).

Training is an important component of modern management. Records management personnel at all levels require appropriate training to enable them to acquire new knowledge and skills (Dikopoulou & Mihiotis 2010). Users of records too need on going relevant awareness training. It must include both formal and informal approaches such as on the job training. These scholars affirm that specific training by records management practices processes is useful for public servants at all levels. Katuu (2015) notes that graduate level education in Africa Universities is hampered by low numbers of qualified staff, lack of research and outdated educational materials and programmes. They suggest that the weaknesses in graduate-level, education, and training can be addressed by developing relevant educational materials and revamping curriculas. This will create room to good service delivery since records units will be runnel by trained staff.

Marketing archives and records management practices service is another solution to improve records management practices and service delivery, it is the duty of archivist and records manager to public servants, private sector make public aware of the importance of records in promoting decision-making, accountability and good governance. This can be achieved through various methods, including workshops, seminars, conference, public lecturers, exhibitions, bench mark and community projects outreach programmes (Kamatu 2011). For example archival agencies in the ESARBICA region use social media platforms to raise awareness about public archives (Saurombe 2019) and to increase archives visibility to lure archives users (Mosweu and Ngoepe 2019). Saurombe (2016) argues that archival public programming initiatives are an integral part of archival operations because they support greater use of archival records. She developed an inclusive framework geared towards archives. These enabled records to be traced easily whenever needed by clients that bring good service deliver.

RESEARCH METHODOLOGY

Research Design

Miles and Huberman (1994), Robson (2011) posited that the research design and method to use is very vital in research study. Research design constitute types of investigation through quantitative, qualitative and mixed methods approaches that afford specific direction for procedures in a research study(Creswell, 2014).The research design that was used in the study is a descriptive research design. Descriptive research design is a research method that can determine the situation in current phenomenon (Williams 2007). According to Creswell, (2014), qualitative approaches as well as quantitative approach are both used in complex research to get way of solving complex issues and data. Therefore, in this study, the researcher used quantitative approach which is by use survey questionnaires that was given to the respondents and from the respondents views; the researcher was able to understand the situation. The researcher therefore used research design method by using quantitative approach by use of questionnaires to collect data. The research has been a case of Mavoko Sub-County as an entity on records management practices and service

delivery. The use of quantitative approach by use of survey and questionnaires made the research more understandable in solving the research problem since the questionnaires were easy to answer and this made the data collection easy and simple to analyze.

Sampling Procedure

The researcher used Simple random sampling method that everyone who works in records unit and the their administrators were chosen at random by using census that enabled the researcher get enough and accurate information that has led to better recommendation, (Creswell, (2014). A sample of 38 was used in the study which was arrived by means of census of staff in Mavoko sub county who handle records in either being records managers or administrators (Miles, Robson (2011). The sample size was reached as follows, Deputy County commissioner sample size of 7, Mavoko municipal office 7, Athi river ward 4, Madaraka ward 4, Katani ward 4, Kinanie/Muthwani ward 4, Muthuoni ward 4 and Sophia ward 4.

Research Instruments

These are tools that the researcher had used to collect the data that had enabled to achieve the objective or the purpose of the study such as questionnaires and documentary sources Orlando, Behling, Kenneth, Law (2006). The study used questionnaires that were answered by staff working in records units and administrator in organization departments in Mavoko Sub- County. The researcher had chosen to use questionnaires because it is the only way that can bring more and relevant information for the study.

Reliability of Data Collection Instruments

The researcher used pretesting method to establish the reliability of the instruments and use of correlation co-efficient between 0.7 and 1.00 (Borg, Gall (1992). To achieve this, the researcher administered the questionnaires and purposively selected respondents from the rest of population other than the targeted population to probe the same skills. The results of the two instruments have then been compared to evaluate the consistency of the results from the same group of respondents.

Data Presentation and Analysis

According to Jean (2016) data analysis is a procedure for analyzing data, techniques for interpreting the results of such procedures, ways of planning, then gathering the data to make its analysis easier, more precise or more accurate and all the machinery and results of the statistics that will apply in analyzing data. Data collected was analyzed using descriptive statistical method package for social science (SPSS), which is a tool for descriptive and inferential statistics which was applied. Then the data analyzed and presented in tables, graphs, and figures.

RESULTS AND DISCUSSIONS

Practices of Records Management at Mavoko Sub-County

When respondents were asked the practices of records management they engage in, they replied mostly they engage in record management practices such as records creation, records storage, records survey, records retention, records appraisal and records disposal as shown above.

The table below has exactly explained that records management practices is carried in Mavoko Sub-County since respondents gave positive answers that by replying Yes, they do engage on records management practices.

Records management practices engagement

practices	Yes	Percentage	Not sure	Percentage
Records creation	30	88.2%	4	11.8%
Records storage	32	94.1%	2	5.9%
Records survey	32	94.1%	2	5.9%
Records retention	32	94.1%	2	5.9%
Records appraisal	32	94.1%	2	5.9%
Records disposal	32	94.1%	2	5.9%

Effects of Records Management practices and service delivery in Mavoko Sub County, Machakos County

Result	Yes	Percentage	Not sure	Percentage
Efficient	32	94.1%	2	5.9%
Preventions of Corruption	34	100%	Nil	Nil
Protection of physical damage	34	100%	Nil	NIL
Protection of External data breaches	32	94.1%	2	5.9%
Prevent loss of system data	34	100%	Nil	Nil

The table above contains answers received from the respondents on effects of records management practices and services delivery where the results are that records management practices attain efficiency, prevents corruption, has protection of physical damage, protect external data breaches and prevent loss of system data in the sub-county.

The other effects of records management practices and service delivery that is encountered is seen from the. respondent's views, that there are other effects of records management practices that are encountered at Mavoko Sub-County as per table below since the result shows the majority has agreed by replying yes, there is increase of productivity, no complains high rating, reduce corruption and fraud reduction.

Other effects of Records Management Activities and Service Delivery

Result	Yes	Percentage	Not sure	Percentage
Increase productivity	32	94.1%	2	5.9%
No complain	34	100%	0	0%
High rating	34	100%	0	0%
Reduce corruption	34	100%	0	0%
Fraud reduction	34	100%	0	0

Challenges of Records Management practices and Service delivery.

In the respondents' views, there are major challenges of records management practices and service delivery in Mavoko Sub-County since the results are that there are inadequate professionally trained records managers, inadequate proper security for records, internal fraud and restrictive copyright laws.

Challenges of Records Management practices

Result	Yes	Percentage
Inadequate professionally trainedmanagers	34	100%
Inadequate proper security for records	34	100%
Internal fraud	34	100%
Restrictive copyright laws	34	100%

b). The results from the respondents on the best way to use in securing records in the system are by using passwords, surveillance cameras, use hard disks and guard security, since the respondents had shown a 100% yes respond.

Best ways to protect data

Result	Yes	Percentage
Use of passwords	34	100%
Surveillance camera	34	100%
Use hard disks	34	100%
Guard security	34	100%

Benefits when handling records management practices and service delivery

The table below shows that the benefits of handling records management practices and service delivery in Mavoko Sub-County are cost reduction, increasing productivity, accountability and guard security and in these four results, the respondent have shown a positive answer by replying yes that agreeing they are supported by records management practices and service delivery.

Benefits of Handling Records Management practices and Service Delivery

Result	Yes	Percentage	No	Percentage	Not sure	Percentage
Reduce labor costs	32	94.1%	0		2	5.9%
Increased productivity	32	94.1%	0		2	5.9%
Accountability	32	94.1%	0		2	5.9%
Guard security	32	94.1%	1	2.95%	1	2.95%

CONCLUSION

From the information in this study, Records management practices is regarded as one of the pillars of efficient management of records because they provide easy access of information through the use of information technology as a practice, which produces accurate, speedy and real-time information. They involve practices of creation, storage, retention and disposal. These practices therefore result to accountability and transparency when it comes to service delivery. The replies from questioners indicate filing, storage, appraisal, retention and disposal is done but only on manual bases. The information given in this study showed ICT should be put in use since three quarters of the respondent's replied ICT was important and also strongly agreed that it adds value to records management practices in the Sub- County because of data storage capacity, faster data retrieval, easy amendment of data and also faster decision making. The use of records management practices has some effects such as protection of physical damage, prevention of corruption, protection of external data. This may mean that from respondent's answers records management practices effects, are efficient, prevention of corruption protection of physical damage,

protection of external data breaches and prevent loss of system data. Strategies of improving service delivery should be placed as in the introduction of this article.

REFERENCES

1. Abdulrahman, A. B. (2015). Management of university records for effective administration of universities in North Central Nigeria. International Journal of Library and Information Science, 7 (3), 47-54.
2. Australia Society of Archivist (2010). Keeping Electronic Available at http://www.aa.gov.au/AAWWW/AAissues/KER/KER4.html/(Accessedon10thFebruary 2014) Available: http://www.nationalarchives.gov.uk/news/pdf/record managementcompliance.pdf (Accessed 22 May2005)
3. Bakare, A. A., Abioye, A. A., &Issa, A. O. (2016). An assessment of records management practice in selected local government councils in Ogun state, Nigeria. Journal of Information Science Theory & Practice (Jistap), 4(1), 49- doi:10.1633/JISTaP.2016.4.1.4.
4. Borg, W, and Gall.M, (1989) learning to read critically in educational leadership and management edited by mike Wallace, Louise Poulson Learning to read critically. Borg,
5. Bowen, D. (2010). Local Government: Records Management Guidelines. Archives and Records Management Division. Available atsos.ca.gov/…/records- management [Accessed on 11th February2014]
6. Carter N.T, and Jean T (2016) "Secondary Data Analysis of Informal Caregiving in a Medicare Population"(2016). University Grant Program 24.https://scholarworks.umt.edu/ugp Reports /24.
7. Chell, R. and Yusof, Z. (2000). The Records Life Cycle: An inadequate concept for technology-generated records. Journal of Information Development. Sage Publishers. Available at http://idv.sagepub.com/content/16/3/135 [Accessed on 1st March 2014]
8. Creswell J. W (2014). Research Design: Qualitative, Quantitative and Mixed Methods Approaches (4th ed.). Thousand Oaks, CA: Sage.
9. Douglas 2008: Rournal of managerial issues vol xx number 2 summer 2008
10. Dikopoulou, A. & Mihiotis, A. 2010. Records management: a key element for effectiveness, accountability and development in the Greek Public Administration. International Journal of Public Administration 33(5): 262-287.
11. Ezeani, C. (2016). Information and communication technology: an overview, in Madu, E.C. and Ezeani, C.N. (Eds), Modern Library and Information Science for Professionals in Africa, Text Kinks, Ibadan, pp. 7-29.
12. Franks, P. C. (2013). Records and Information Management. Chicago: Neal-Schuman, an imprint of the American Library Association.
13. Garaba, (2016). An Investigation into the Management of the records and archieves of former Liberation movements in East and Southern Africa held by National and Private Archival Institutions. PhD Thesis. University of Kwazulu Natal, South Africa.
14. Gay, L.R. & Diehl, P.L. (1992) Research Methods for Business and Management. McMillan Publishing Company, New York. Seattle, WA, Dissertation Success, LLC
15. Gill, S. L. (1993). File management and information retrieval systems: A manual for managers and technicians (3rd Ed). Colorado: Libraries Unlimited.
16. Griffin, A., & Kawa, M. (2016). The Sierra Leone teachers' records management improvement programme. In Lowry, J., Wamukoya, J., & Thurston, A. (eds.). (2016). Integrity in government through records management: Essays in honour of Anne Thurston, Ashgate.
17. Hare, C & Mclead J. (2016). How to manage records in the e-environment. Health Promotion and Education Research Methods: Using the Five Chapter Thesis Randy Contrell, James (MCkENSIE,2015) Great Britain, Bloomsbury Publishing PLC.
18. Hare, Catherine E. and McLeod, Julie. (1997). Developing a records management programme.London: Aslib (Know How Series).
19. International Organization for Standardization. (2001). ISO15489-1 Information and documentation

Records management: Part 1 general ISO Geneva.

20. International Records Management Trust (2003) Evidence – based government in the electronic age: Global Forum Electronic Discussions Summary of Discussion One Information Technology, Electronic Records, and Record Keeping 27–31 January2003.

21. Isa,M.A.(2009). Records management and the accountability of governance (Doctoral dissertation, University of Glasgow).

22. ISO (2008), International Organization for Standardization: ISO32000-1:2008: Document management—Portable document format–Part1: PDF1.7

23. Kalusopa T. (2011) Developing an e-records readiness framework for labor organizations in Botswana PHD Thesis, University of South Africa, Pretoria.

24. Kanzi N. (2016). An Investigation of the Role of Records Management with specific Reference to A mathole District Municipality. Master's Thesis. Nelson Mandela Metropolitan University.

25. Kamatula (2011) Marketing and public programming in records and archives at the Tanzania Records and Archives Management Department

26. Katuu, 2015. The development of archives and records management education and training in Africa – challenges and opportunities. Archives and Manuscripts 43(2): 1-24.

27. Kennedy J. and Shauder C. (2018). Records Management: A guide to Corporate Record Keeping 2nd Edition, South Melbourne: Longman Cheshive.

28. Keakopa, 2018. Management of Public Sector Records and Archives in Botswana. From Ngulube, P. (Ed.) 2018). Handbook of Research on Heritage Management and Preservation. Hershey PA: IGI Global.

29. Khayundi, F. (2018). Existing Records and Archival Programmes to the Job Market. Journal of the south African Society of Archivists, Vol. 44, PP.62– 73.

30. Komba, S. C., Nawe, J., & Manda, P. A. 2017. Preservation and accessibility of audio-visual records in Tanzania's television broadcasting companies. University of Dar es Salaam Library Journal 12(2): 22-36.

31. Kothari, C. (2004). Research Methodology- Methods and Techniques. Mumbai: New Age International (P) limited, Publishers.

32. Miles & Huberman (1994), Robson, C. (2011). Real world research: A resource for social scientists and practitioner-researchers. 3rd edition. Oxford: Blackwell Publishing.

33. Mnjama, N.and Wamukoya J. (2017). 21s tCentury Records Management: The electronic Library.

34. Mohamed et al. (2018). An Analysis of Factors Influencing Academic Performance of Undergraduate Students: A Case Study of Rabindra University, Bangladesh (RUB) Ariful Islam

35. Mohamed, B. M., Rasheli, G. A., & Mwagike, L. R. (2018). Management of Records in Tanzania: Review and Appraisal of Applicable Theories and Examination of Imperical Findings. Journal of Public Administration and Governance, 8(1), 51–67

36. Mosweu & Ngoepe (2019. The role of records management in ensuring good governance in Africa: impediments and solutions

37. Muemi, C., & Rotich, G. (2015). Influence Of Records Management On Service Delivery In The Public Sector In Kenya; A Case Of Lands Department, Ministry Of Lands, Housing And Urban Development. Strategic Journal of Business & Change Management, 2(69), 667– 688.

38. Mugenda O. M. & Mugenda A. G. (2003). Research Methods: Quantitative and qualitative Approaches. Nairobi. Acts press.

39. Mutula, S. & Wamukoya J. (2018). Web Information Management: Cross-Disciplinary Textbook. Chandos Publishing (Oxford) Limited. UK.

40. Ngulube P, Tafor VF (2016). The management of public records and archives in the member countries of ESARBICA. Journal of the Society of Archivists 27(1): 57– 83.

41. Norris P (2002). The bridging and bonding role of online communities.

42. Okello-Obura, 2011. Records and Archives Legal and Policy Frameworks in Uganda. Available at: https://digitalcommons.unl.edu/cgi/viewcontent.cgi? article=1640&context=libphilprac (Accessed 11 April 2019).

43. Orlando Behling, Kenneth S. Law. (2006). Translating existing questionnaires and other paper and-pencil instruments from one language to another as well as to apply methods for dealing with them. Rationale and policy framework. Vihiga Road, Kileleshwa Nairobi-Kenya.

44. Popoola S O,(2000) Records management programmes in A Survey of the Ogun state civil service. Nigeria Libr.34 (I).

45. Rodriquez, Lumumba and Chaterira (2013) Understanding the urbanization process in sub- Saharan Africa: the Mozambican rural towns.

46. Roebuck, K. (2011). Systems Development Life Cycle (SDLC): High-impact Strategies – What You Need to Know: Definitions, Adoptions, Impact, Benefits, Maturity, Vendors. Lightning Source.

47. Ramokate, K & Moatlhodi T. (2010): Battling the appraisal backlog: a challenging professional obligation for Botswana National Archives and Records Services, ESARBICA Journal 29: 67 – 84.

48. Sanderson M. and Wards (2016). Records Management Mission Critical. Library and Information update October 1 – 7. Retrieved from March 15, 2014 from http://www/olip.org.ok/Update/Issues/Augos/Article2

49. Saurombe, N. 2016. Public programming of public archives in the East and Southern Africa Regional Branch of the International Council on Archives (ESARBICA): Towards an Inclusive and Integrated PhD Thesis, University of South Africa, Pretoria.

50. Schmitz, K. W., Teng, J. T. C., & Webb, K. J. (2016). Capturing The Complexity Of Malleable It Use: Adaptive Structuration Theory For Individuals. Mis Quarterly, 40(3), 663–686

51. Shepherd, , & Yeo, G. (2013). Managing Records: A Handbook of Principles and Practice. London: Facet Publishing.

52. Smallwood, F. (2014). Information Governance: Concepts, Strategies, and Best Practices. New York: Wiley.

53. Wamukoya, J.M. (2017). Records Management: The African Perspective. Records ManagementJournal5 (1), 15 – 22. Retrieved July 16th, 2014 from emeraldinsight.com.

54. Weick, Sutcliffe, and Obstfeld: Organizing and the Process of Sensemaking Organization Science 16(4), pp. 409–421, © 2005 INFORMS

55. Yusof, Z.M. and Chell, R.W. (1999). The Eluding Definitions of Records and Records Management: Is a Universally Acceptable Definition Possible? Part 2: Defining Records Management. Records Management Journal, vol. 9, no. 1 pp 9-20. Emerald Group Publishing Limited. Available at http://www.aslib.com [Accessed on 12th March 2014

56. Yusof, Z.M. and Mohktar, U. A. (2018). Electronic Records Management in the Malaysian Public Sector: The Existence of Policy, Record