

# The role of records management in ensuring good governance in Africa: impediments and solutions

**Olefhile Mosweu**

University of Johannesburg  
olfmos@gmail.com

**Donald Rakemane**

Office of District Commissioner, Botswana  
demandrakemane@gmail.com

Received: 07 December 2019

Revised: 18 January 2020

Accepted: 07 April 2020

## Abstract

Proper records management is central to the promotion of good governance. Africa is a continent which has generally been riddled with poor governance. Principles of good governance such as accountability, transparency and the rule of law are ascertained with available records. Poor records management practices promote bad economic practices such as corruption and fraud. An assessment of the performance of government can thus be realised through proper records management and access to information. Good records management practices therefore lead to good governance and vice versa; thus, the role of records management in promoting good governance cannot be overemphasised. However, there are some likely impediments that may hinder the promotion of good governance through records management in the African context. This paper explored the role played by records management in ensuring good governance in Africa. It then suggests strategies to promote good governance through proper records management practices. The paper contends that outdated archival laws, backlog of unprocessed records and absence of access to information laws in some African countries are the major impediments to the promotion of good governance. The paper recommends an amendment of outdated laws and the promulgation of access to information legislation as major initiatives, among others, which put records management in the forefront of promoting good governance in the continent.

**Keywords:** accountability, Africa, good governance, records management, transparency

## 1. Introduction

Records are by-products of business transactions. They provide evidence of such transactions. For government, records are created in the process of administering public affairs. There is a connection between records management and good governance (Dikopoulou & Mihiotis 2012). According to Isa (2009:iii), “governance is the process by which power and authority are exercised in a society by which government, the private sector and citizens’ groups articulate their interests, mediate their differences, and exercise their legal rights and obligations.” Through good governance by government, the governed citizens come to trust government. For government to achieve not only good governance, but also effective service delivery and accountability, good records management practices must be a norm (Chaterera 2016). This is because records and information are a source of power to exercise control over citizens, and they empower them (Svärd 2017). In addition, records enable the media to play its watchdog role over government’s ability

to demonstrate accountability through access to reliable and complete records and information. If well managed, records become a powerful weapon for facilitating transparency and accountability (Chinyemba 2011).

## **2. Cases of poor records management practices and poor governance in selected African countries**

Examples across the continent of Africa have shown that where there was bad governance, records were poorly kept. At independence, Sierra Leone had good records-keeping systems which collapsed by the 1980s and early 1990s internal war. Consequently, the government lost its documentary evidence required to manage public service employment and payroll. Without reliable records, efforts by government to verify the payroll and re-establish control failed (IRMT 2008). This underscores that records-keeping is central to good governance.

While sub-Saharan Africa has enjoyed heavy donor funding to promote reforms in government accounting systems, such efforts ended in failure because of poor records management (Barata, Cain & Serumaga 2000). For Zimbabwe, failure to observe good financial records management negatively affected the national economy. Malemelo, Dube, David and Ngulube (2013) state that poorly kept financial records derailed the economy by cultivating an environment for corruption and fraud to thrive in the public sector. Barata et al (2000) feel that although records provide a strong foundation for good governance, records that were supposed to support financial accounting processes in Zimbabwe were questionable, leading to fiscal accountability that was suspect and vulnerable.

Among a host of problems of managing records in ESARBICA member states is low appreciation for the role records management plays in promoting organisational efficiency and accountability (Wamukoya & Mutula 2005). In South Africa, Ngoepe (2012) identifies poor records management as a major contributing factor towards negative audits. Auditing is one way of checking accountability in the handling of resources. Recognising the role of records management in the audit process, in the context of South Africa, Ngoepe and Ngulube (2014) conclude that proper records management is one of the key enablers for the auditing process. Ngoepe and Ngulube (2013) earlier established that for an organisation to be accountable and transparent, a records management programme needs to be in place.

Keorapetse and Keakopa (2012) note that it is impossible to hold government officials accountable for their bad deeds due to inaccessibility of records because of huge backlogs of non-current records which over time, collapsed records-keeping systems in Africa. Failure to manage records has weakened accountability, clearly an impediment to good governance. Mnjama (2006) argues that a backlog of unprocessed records was a major challenge for archival repositories in the ESARBICA region as it hindered access to information. BBC News (2018) reported that following an audit of public service records, 30 000 ghost workers were busted who were fictitious, dead or simply someone who has not worked. Between the years 2015 and 2017, the Government of Mozambique lost USD 250 million! In Botswana, during the implementation of the Oracle Human Resource Management System, 52 ghost workers were discovered when personnel records were

reconciled (Sunday Standard 2014). Oracle HRM endeavoured to ensure that government has up-to-date and accurate records of its employees. The presence of ghost workers in Botswana and Mozambique diverted the much-needed money away from the development agenda.

Musembi (2005) notes that the poor state of records management in Kenya undermined good governance. For example, the print media reported a case of miscarriage of justice due to unavailability of court records. According to Musembi (2005), the Controller and Audit General failed to conduct a proper audit due to inadequate and poorly kept records. Corrupt officials deliberately disregarded keeping records since well-kept records can be used to fight corruption. Similarly, a lack of access to government records in Botswana, Gambia and Sierra Leone enabled fraud and corruption to thrive (Keorapetse & Keakopa 2012). The cited instances of poor governance occasioned by poor records management give a general view of the outcomes of poor records management in relation to good governance in the context of Africa.

### **3. Purpose and objectives of the study**

The purpose of this study was to explore the role of proper records management in ensuring good governance in African countries. Specifically, it sought to:

- examine the relationship between poor record-keeping and good governance in selected African countries
- identify records management impediments to the attainment of good governance in selected African countries
- propose specific records management solutions to specific records management problems in order to facilitate the achievement of good governance.

### **4. Methodology**

This study adopted a qualitative research approach and used content analysis (Creswell 2014). Data was collected from secondary sources such as journal articles, theses and conference papers. A literature search was conducted online using the Scopus database and Google Scholar. Search terms included archives and records management, good governance, records management and accountability, records management and corruption, records management and transparency, and, records management and African countries. Referring to content analysis, Bengtsson (2016:8) says that “no matter what chosen method, the process of analysis reduces the volume of text collected, identifies and groups categories together and seeks some understanding of it”. Several studies in the context of Africa used content analysis successfully in their investigations (Ngoepe & Saurombe 2016; Khumalo, Bhebhe & Mosweu 2017; Rakemane & Jain 2018; Mosweu & Ngoepe 2019). It is in view of the aforementioned that this study adopted content analysis to explore the roles of records management in ensuring good governance in selected African countries.

## 6. Literature review

### 6.1 Concept of records management and good governance

Records management involves the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions (ISO 15489-1 2016). Basically, records document government business which is essential for the delivery of public services. According to Isa (2009), “governance is the process by which power and authority are exercised in a society by which government, the private sector, and citizens’ groups articulate their interests, mediate their differences, and exercise their legal rights and obligations”. Good governance enables government accountability and transparency towards citizens. Through providing access to information, governments can demonstrate good governance and maintain citizens’ trust. Good governance is participatory, transparent and accountable, effective and equitable, and promotes the rule of law. Mnjama (2000) points out that citizens’ demand greater accountability and transparency when they become aware of their rights to access information. Proper records keeping is a prerequisite for effective accountability (Ngulube 2001; Sebina 2006).

### 6.2 Good governance and development in Africa

Through Agenda 63, Aspiration 3 which stipulates that “Africa shall have a universal culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of law,” the African Union seeks to transform Africa into a global powerhouse of the future by 2063. By then, Africa is envisioned to:

- be a continent where democratic values, culture, practices, universal principles of human rights, gender equality, justice and the rule of law are entrenched
- have capable institutions and transformative leadership in place at all levels (African Union 2015)

Accountability and transparency are vital components of good governance. According to the Mo Ibrahim Foundation (2018), strengthening Africa’s institutions to perform well in rule of law, transparency and accountability would ensure good governance. The Mo Ibrahim Foundation’s (2018) Ibrahim Index of African Governance report shows that some countries are still performing poorly in transparency and accountability; these are Equatorial Guinea (5.1), Somalia (5.8), South Sudan (9.1), Guinea-Bissau (10.1) and Sudan (11.3) at the bottom of the ranking table. In 2017, countries with the highest scores included Mauritius (93.3), Ghana (90.6), South Africa (90.2), Botswana (89.1) and Cabo Verde (87.4). Countries with the lowest scores were Eritrea (14.9), Libya (19.6), Somalia (20.6), South Sudan (23.2) and Equatorial Guinea (25.2). The average African score for Rule of Law in 2017 was 53.9 out of a possible 100 (Mo Ibrahim Foundation 2018). Since there is a strong link between records management and good governance, this study argues that for Africa’s Agenda 63, Aspiration 3 to be a reality, records management should be made an enabling driver of the governance process.

Keakopa (2018:236) observes that developmental efforts such as public sector reforms and implementation of e-government strategies through adoption of Information and Communications Technologies (ICTs) in Botswana, South Africa and Tanzania have underpinned the role of records management as an enabler. Corruption in the African continent derailed development such as high profile scandals like in the Democratic Republic of Congo (formerly Zaire) where the late and long-time tyrant, Mobutu Sese Seko took for himself US\$5 billion from state coffers (Thomas 2001; Svensson 2005). In Kenya, former President Daniel Arap Moi's fraudulent activities led to millions being swindled from the treasury through "massive cash subsidies for fictitious exports of gold and diamonds" in the Goldenberg scandal (Vasagar 2006). South Africa's former Head of Police Service, Jackie Selebi and Sani Abacha, former President of Nigeria, were implicated in major corrupt scandals (Pallister & Capella 2000; Schwella 2013). In Tunisia and Egypt, the populace demonstrated against acts of leaders in what came to be known as the Arab Spring Revolution (Anderson 2011).

Although a global phenomenon, corruption is one of the contributing factors that hinders Africa's economic development. Data from Transparency International showed that six African countries were rated as "extremely corrupt" (scores under 20), 35 were considered "very corrupt", Botswana was the only country classified as "slightly corrupt" while no African country was among the "least corrupt", which included most of the economically advanced countries (Warf 2017). Transparency International Corruption Perception Index (2018) highlights continued failure of most countries to control corruption, including African countries, which may significantly contribute to crises in democracies across the globe (Transparency International 2018). Africa is a continent that comprises 54 countries and over the years has been peppered with a high corruption rate. Scholars agree that records management is an important tool for fighting corruption (Keorapetse & Keakopa 2012; Okello-Obura 2012). This was with reference to Botswana, Kenya, Sierra Leone and Uganda.

### **6.3 Good governance, accountability and transparency**

Giving a keynote speech in an archives and records management conference in Botswana, Professor Patrick Ngulube of the University of South Africa appealed to countries to use records to foster good governance through partnerships to build Africa (Shone 2019). For example, several years of bad governance in Sierra Leone led to the deterioration in public sector management due to the collapse of records-keeping systems leading to corruption (Moore 2004). Corrective measures by the government included the reorganisation of records systems to make them reliable and accessible, thus promoting accountability and transparency. Records management facilitates the proper conduct of public administration (Klareld 2015). It is thus apparent that access to records is needed to guarantee transparency in public administration (De Mingo & Cerrillo-i-Martínez 2018).

Governments around the world are often praised for good or rebuked for bad governance, both of which are predicated on functional records management and the enactment of Freedom of Information (FOI) legislation (Sebina 2003). Proper records management systems and practices should therefore be in place for good governance in Africa. Likewise, poor management of records

leads to bad governance as demonstrated by the situation in Sierra Leone, Botswana, South Africa and Zimbabwe, among other African countries. According to the World bank/IRMT (2000), it is difficult to observe the rule of law, demonstrate compliance or noncompliance with laws, rules and procedures, and be accountable without reliable, legally verifiable evidence of decisions made and actions (records) undertaken by government and civil servants in the provision of services.

#### **6.4 Records management as a means of accountability in good governance**

Accountability and transparency are key components of good governance (Sebina 2003). For citizens to hold governments accountable for their actions, they must have access to records to monitor government activities (De Mingo & Cerrillo-i-Martínez 2018). Without records, the public cannot play their watchdog role. In Botswana, there was a public outcry and newspapers reported about P250 million not being accounted for from the National Petroleum Fund. The authorities cannot account for the money as records are not available to trace usage of the public monies.

#### **6.5 Records management as a means to transparency in good governance**

Shepherd (2008) contends that proper records management facilitates good governance through promoting openness, trust and transparency. Free access to information legislation is a key element in promoting transparency. A few African countries enacted FOI legislation to legally provide access to information to citizens, including Angola, Nigeria, Ethiopia, Rwanda, South Africa, Zimbabwe and Uganda (Sebina 2007; Adu 2018). However, FOI is pointless unless the information sought is well managed and easily accessible to citizens. Records management gives real meaning to access to information rights (Sebina 2005). Currently, 22 countries have enacted FOI legislation (African Freedom of Expression 2017). Table 1 presents African countries with FOI law.

**Table 1. African countries with FOI law**

	<b>Country</b>	<b>Region</b>	<b>ATI Law</b>	<b>Year of passage</b>
1	Angola	Southern Africa	Access to documents held by public authorities	2002
2	Ethiopia	East Africa	Freedom of Mass Media and Access to information	2008
3	Uganda	East Africa	Access to Information Act	2005
4	Zimbabwe	Southern Africa	Access to Information and Privacy Protection Act	2002, 2007
5	Liberia	West Africa	Freedom of Information Act	2010
6	Guinea	West Africa	Droit d'Acces a Information Public	2010
7	Nigeria	West Africa	Freedom of Information Act	2011
8	Tunisia	North Africa	Access to the Administrative Documents	2011
9	Niger	West Africa	Charter on Access to Public and Administrative Documents	2011
10	Togo	West Africa	Access a l'Information et la Documentation Publique	2016
11	Burkina Faso	West Africa	Access a l'Information et aux Documents Admininstratifs	2015
12	Sudan	East Africa	Freedom of Information Law	2015
13	South Sudan	East Africa	Right to Access to Information	2013
14	Ivory Coast	West Africa	Access a l'Information d'Interet Public	2013
15	Mozambique	Southern Africa	Regulamento da Lei do Dereito a l'Informacao	2015
16	Sierra Leone	Sierra Leone	The Right of Access to Information Act	2013
17	Rwanda	East Africa	Access to Information Law	2013
18	South Africa	Southern Africa	Public Access to Information Act	2000
19	Tanzania	East Africa	Access to Information	2016
20	Kenya	East Africa	Access to Information Law	2016
21	Morocco	North Africa	Access to Information	2016
22	Malawi	Southern Africa	Access to Information	2017
23	Ghana	West Africa	Right to Information Act (RTI)	2017

*Source:* (African Freedom of Expression 2017; Africa News 2019)

This shows that out of 54 African countries, only 42.6 % have enacted FOI legislation which allows members of the public to have access to government information. In the absence of FOI legislation in most African countries, good governance will remain a dream due to lack of access to information.

## **6.6 Records management and the rule of law**

The rule of law is one of the principles of good governance (Mutula & Wamukoya 2009). The World Bank (2000:2) notes that “relevant and accurate public records are essential to preserving the rule of law and demonstrating fair, equal, and consistent treatment of citizens.” Without records, it becomes difficult for citizens to hold public officers accountable for their deeds. Inadequate information systems can negatively affect the delivery of programmes such as health, education, pensions, land, and judicial rights, depending on well-kept and well-managed records (World Bank 2000). A denial of such services due to unavailability of records makes the public suffer. IRMT (2008) notes poor records keeping in Botswana whereby land overseers sometimes sign land board forms without verifying the information on the application form or even visiting the applicable site. This has denied genuine applicants land rights.

## **7. Records management impediments for good governance in Africa**

There are several impediments to the implementation of records management in Africa. These impediments are discussed in the next section.

### **7.1 Lack of funds to support records management activities**

Lack of funds is one of the major impediments facing African countries to manage records throughout their lifecycle. Proper records management requires adequate financial support. However, funding for records management activities in many African countries has always been a problem. For example, Abioye (2007) concludes that a major problem in the national archives of Nigeria, and most African archives, is infrastructure decay. Otuoma (2010) notes that in Kenya, archives and records management services are ineffective and inefficient due to lack of funds to support archives and records management work. In Botswana, South Africa and Ghana there is a lack of financial support to implement records management programmes (Ngoepe & Keakopa 2011; Mohammed, Tetteh & Ahmed 2018). Promoting good governance through good records management practices is a challenge for Africa.

### **7.2 Inadequate staff and training**

Lack of staff and appropriate training is another factor that hinders good records management practices in Africa. Inadequate funds limit training opportunities for records management staff. Nengomasha (2013) observes that despite notable efforts to develop and train records and archives management professionals, the problems with records keeping persist. Ngulube (2001) advises that proper records management hinges on trained records managers who have necessary skills and knowledge to manage records throughout their lifecycle. Furthermore, Wamukoya and Mutula (2005) and Otuoma (2010) observe that funding-related challenges highlight that most civil servants do not have appropriate education in records and information management that allows them to do their best in managing records. Notably, as far back as 1966 in a meeting in Washington DC, USA, the International Council on Archives (ICA) advocated for localised solutions to records-keeping problems through education and training (Katuu 2013). With support from



UNESCO and the Society of American Archivists, the call to give priority to “technical assistance for archives in developing countries” with particular emphasis on Africa (Smith 1976:343) became a reality with the establishment of two regional archival training centres in Africa. One was based in Dakar, Senegal to serve Francophone Africa while the other was based in Accra, Ghana to serve Anglophone Africa (Smith 1976; Evans 1988). The differences in records-keeping traditions emanated from the two major colonial powers, France and United Kingdom (Alexander & Pessek 1988). African countries have since established archives schools that offer archival education from certificate to post-graduate level (Katu 2015; InterPARES 2018).

### **7.3 The impact of ICTs on records management**

The introduction of ICTs has dramatically changed the landscape of records management in Africa (Barata et al 2001). The authors further note that African governments, like others, implementing technology-driven solutions to governance is seen as part of their programmes to demonstrate accountability to citizens, the courts, the legislature, and to improve efficiency. Managing electronic records has such major implications for good governance that records systems should be designed to meet requirements for good governance and accountability (Wamukoya 2000). Mnjama and Wamukoya (2006:277) conclude that electronic records pose a challenge to the world such that “the emergence and growing importance of e-records as a means of communicating and preserving corporate information poses new challenges hitherto unknown to administrators and records managers.” If left unaddressed, nations could lose valuable information.

InterPARES Trust (2018) revealed that current curriculum needs for archival education in Africa included more practical experience to be derived from training in ICT. Archives and records management professionals in ESARBICA lack ICT-related skills and competencies such as digital curation, digital preservation, audio-visual and digital archiving, and digitization (Garaba 2015). The inclination towards traditional theory kept archival programmes behind, leaving graduates with what Garaba (2015:217) termed some “cosmetic practical exposure, spiced with little dosages of digital technologies.” Inability to retain staff in African countries in general is problematic (Ngoepe & Keakopa 2011; InterPARES Trust 2016; Mosweu & Ngoepe 2019), especially those with skills and competencies to operate in a digital environment (Kalusopa & Zulu 2009).

### **7.4 Outdated archival legislation**

Records management obtains within a framework of laws (Okello-Obura 2011). An understanding of such laws enables a comprehension of the legal context in which records can and should be created and managed. Furthermore, governments use legislation to ensure that its records and archives are appropriately managed and preserved over time for accountability and historical reasons. In the context of Southern Africa, archival laws are outdated as their formulation was based on the management of paper records, excluding other formats such as microfilm, audio-visual and electronic records (Ngoepe & Saurombe 2016). Many laws were enacted just after the independence of African states; therefore, they did not keep up with developments in the profession. Barata and Cain (2001) observe that, in some African countries, the national archives plays no role in records management. In such an environment, national institutions need to

advocate for improved records management practices in government. Up-to-date archival legislation facilitates an effective, integrated system for managing records and archives (Mosweu & Simon 2018).

### **7.5 Poor awareness of the importance of records management**

Lack of awareness of the importance of records management is a hindrance to proper records management practices (Sebina 2003). According to Barata and Cain (2001:250) “although financial records are usually covered by public records legislation, government-wide surveys in The Gambia and Zimbabwe indicate that financial managers are often unaware of the fact that financial records become an unmanaged resource with serious consequences for fiscal accountability.” In Botswana, records managers do not manage financial records as these are preserved by finance and accounts staff (Mosweu 2018). That is why records management professionals are not involved in providing guidance for managing financial records. Rather digital records generated in the Government Accounting and Budgeting System in Botswana are managed by accountants, although they have limitations in applying basic principles needed for the management of records (Mosweu 2018).

### **7.6 Reluctance to facilitate access to information**

The fear to facilitate public access to information through FOI legislation in ESARBICA region is an impediment to the proper management of records (Mnjama 2000). By 2020, 23 of the 54 African countries had enacted FOI legislation (African Freedom of Expression Exchange 2017; Africa News 2019). In Botswana, the move towards the enactment of FOI legislation was pushed by an opposition Member of Parliament (Shaleshando 2010) whose private bill was debated but rejected because it came from the opposition (Khumalo et al 2017). By 2016, a report in the Sunday Standard newspaper quoted an official of the ruling Botswana Democratic Party as having said that “the tabling of the Freedom of Information Bill in parliament will not be done any time soon as the government is still busy drafting another “important” law to be known as the Data Protection” (Regonamanye 2016). The Data Protection Act has since been enacted (Government of Botswana 2018) while an FOI bill is still to be brought to Parliament. With access to information, citizens can hold their governments accountable for their own actions, thereby contributing towards good governance.

### **7.7 Appraisal backlogs**

Ramokate and Moatlhodi (2010) observe that access to records is problematic due to loads of non-current records which are not appraised. Dealing with the backlog extending as far back as a century, is a challenge for archival agencies in the ESARBICA region (Mnjama 2006). Wamukoya (2001) notes that in many African countries, much of the information required by public servants to discharge their duties is inaccessible because of the huge backlogs of non-current paper-based records. In addition, archival agencies in many African countries are understaffed and this greatly contributes to the accumulation of unprocessed records. Yuba (2013) states that the National Archives and Records Services of South Africa was unable to perform its activities fully due to a

shortage of staff. Mnjama (2006) remarks that “due to shortage of staff, archival institutions have been unable to appraise closed records in ministries and departments, resulting in huge accumulation of closed records in these institutions.” Similarly, regarding the situation in South Africa. Kalusopa and Keakopa (2009) note a shortage of staff at the Botswana National Archives and Records Service (BNARS), which negatively affected operations.

### **7.8 Lack of sound records management programmes**

Lack of sound records management programmes in most government agencies explains the poor management of records in Africa. This has been revealed by studies conducted in several African countries such as Botswana, Namibia, Kenya, Swaziland, South Africa and Tanzania (Tshotlo & Mnjama 2010; Nasieku, Kemoni & Otiike 2011; Ndenje-Sichalwe 2011; Maseko 2012; Nengomasha & Nyanga 2012; Ngoepe 2012). Consequences of poorly managed records include missing files, poor records storage and lack of qualified staff to manage records. Records management is accorded a low status and is thus not a priority (Abioye 2007). In Botswana, public service records management suffers the same fate in that other functions such as human resources management and financial management are recognised more, as shown by staffing levels whereby the ceiling for records management positions is much lower than for other functions. According to Musembi (2005), the poor maintenance of public records in Kenya, like in many developing countries, has directly undermined any efforts to achieve good governance.

## **8. Proposed records management solutions to promote good governance**

Addressing impediments to good governance is a call to improve records management practices in Africa and the next section presents the proposed solutions.

### **8.1 Clearance of accumulated backlogs of unprocessed records**

The first step records managers and archivists need to take is to clear backlogs of non-current records that are no longer needed for current business. Ramokate and Moatlhodi (2010) observe that the backlog of unprocessed records at BNARS presents challenges of denying access to information which, in terms of legislation, should be availed. The workshop approach proposed by Mnjama (2006) can deal with unprocessed records in the ESARBICA region in a shorter time. Lack of archivist capacity is one of the reasons for the accumulated backlogs and therefore, in such instances, it is appropriate. This approach entails bringing together of a team of archives and records management professionals to conduct records appraisals over different periods of time in a consistent manner.

### **8.2 Development of records management strategies**

The development of a records management strategy based on the ideals of ISO 15489-1 (2016) can help to establish physical and intellectual control over all records created by governments. The strategy should address the legal, policy and regulatory framework, an appropriate organisational structure, awareness raising, capacity building and proper records storage. Financial investment is

necessary for the strategy to succeed. A records management strategy provides direction for records and information management throughout an organisation (Keakopa 2013). In Tanzania, the UK Department for International Development funded a records management improvement programme which, together with the newly enacted Records and Archives Management Act, positioned the National Archives and Records Management Department to be an overall overseer of current records management across government (IRMT 2002).

### **8.3 Updating of archival legislation**

Revision and updating of archival legislation to accommodate current records management issues such as electronic records is necessary, especially in the e-government era where many electronic records are generated by business systems. The National Archives and Records Services Act of 1978 of Botswana was amended in 2007 to include the management of electronic records among others (Government of Botswana 2007). The amendment still did not provide guidance for the management of digital records because it mainly focused on extending the definition of ‘record’ to include even those generated in digital systems (Mosweu & Ngoepe 2018; Mosweu & Simon 2018). The Act is inadequate and weak in several areas, which may be a block to the advancement of archives and records management in Botswana. The current legislation needs to be amended to cater for the management of records in all formats. Similarly, the archival legislation for Nigeria was first enacted in 1957 and reviewed in 1992 to make provision for the preservation and management of all categories of records; public, private, individual and business (Abioye 2007).

### **8.4 Placement of archival institutions**

Placing archival institutions under key and influential government ministries is another solution. Wamukoya (2000:30) posits that “ideally, archival services should come under key central ministries with over-arching responsibilities across government. Records and archival agencies should be accorded appropriate status in the public service and should be allocated adequate financial and human resources to enable them to carry out their responsibilities.” Abioye (2007) adds that the way archival matters are handled in Nigeria, particularly in government circles, portrays little appreciation of their importance, posing a grave danger for the profession. In Botswana, BNARS falls under the Ministry of Youth Empowerment, Culture and Sport Development where sports and youth matters are a priority and receive more attention than archival matters. Collaboration with other government entities such as the Office of the Auditor General and a corruption busting agency would give archival agencies a voice as such agencies are comparatively well resourced and enjoy some privilege as they have a higher status in government structures. This would be a win-win situation for all collaborating partners as archival institutions are entrusted with managing public records, which are also handy in fighting corruption. They are primarily required as evidence in the audit process (Ngoepe & Ngulube 2014; Mosweu 2018).

## **8.5 Development and implementation of records management programmes**

According to the National Archives of UK (2010), a records management policy is the foundation of effective records management in an organisation and is normally the guiding document for the development and implementation of a records management programme which promotes proper filing of records and their retrieval, control movement of records and records retention and scheduling to support good governance. The governance of records management programmes derives from archival legislation (Okello-Obura 2011). Some countries like Tanzania and Namibia have national records management policies that guide records management practices, while others such as Botswana and South Africa, have records 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). Botswana and Lesotho are yet to implement a national policy on archives and records management.

## **8.6 Marketing the archives and records management service**

Marketing archives and records management services is another solution. It is the duty of archivists to make public servants, the private sector and the 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, conferences, public lectures, exhibitions, and community projects outreach programmes (Kamatula 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 & 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 increasing the use of archival resources in the ESARBICA national archives.

## **8.7 Capacity building in archives and records management**

Training is an important component of modern management. Records personnel at all levels require appropriate training to enable them to acquire new knowledge and skills (Dikopoulou & Mihiotis 2010). Users too need ongoing 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 professionals for records keeping and records management processes is useful for public servants at all levels. Katuu (2015) notes that graduate level education in African 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 ARM education and training can be addressed by developing relevant educational materials and revamping curricula.

## 8.8 Facilitating access to information

Facilitating access to information through the implementation of FOI legislation would strengthen good governance in Africa. Snell and Sebina (2007) argue that “the way institutions and society manage the access to, and protection of, information is a critical catalyst in the creation of good governance and deliberative democracy. Information managers can provide important insights for those concerned with increasing transparency and accountability; thus, FOI legislation is regarded as a springbok for enabling citizens to have access to information that will ensure good governance.” That said, FOI legislation does not give blanket access to information. Some information such as that pertaining to data protection legislation is out of bounds for FOI requests. That is meant to protect the privacy and confidentiality of individuals. For example, in South Africa, access to information is regulated through the Promotion of Access to Information Act (PAIA) while its data protection legislation known as the Protection of Personal Information Act (POPI) sets out a number of conditions lawfully processing the personal information of data subjects (both juristic and natural persons) (Government of South Africa 2000; 2013).

## 9. Conclusion

After a critical exploration of the relationship between records management and good governance one can boldly affirm that, indeed, records management plays a vital role in promoting good governance. Literature has shown that good governance is predicated on the adoption of functional records management systems. Principles of good governance such as accountability, transparency and the rule of law can only be promoted in African countries when records are properly managed and made accessible to the public at the right time; thus, without proper records management, the promotion and achievement of good governance will remain a white elephant, especially in the African continent where records management is still surrounded by several roadblocks. Poor records management practices undermine the governance process in many African countries and governance remains a matter of serious concern among African citizens.

## References

- Abioye, A. 2007. Fifty years of archives administration in Nigeria: lessons for the future. *Records Management Journal* 17(1): 53-56.
- Adu, K. K. 2018. The paradox of the right to information law in Africa. *Government Information Quarterly*, 35(4), 669-674.
- Africa News. 2019. Ghana passes right to information after long delays. Available at: <https://www.africanews.com/2019/03/27/ghana-parliament-passes-right-to-information-law-after-long-delays/> (Accessed 1 April 2020).
- African Freedom of Expression Exchange. 2017. 22 African countries have passed access to information laws. Available at: <https://www.africafex.org/access-to-information/22-african-countries-that-have-passed-access-to-information-laws> (Accessed 5 December 2019).
- African Union. 2019. Pan African University. Available at: <https://edu-au.org/agencies/pau> (Accessed 5 April 2020).

- African Union Commission. 2015. Agenda 2063: The Africa we want. Available at: <https://au.int/en/agenda2063/overview> (Accessed 5 April 2020)
- Alexander, P & Pessek, P. 1988. Archives in emerging nations: the Anglophone experience. *American Archivist* 51(1-2): 120-32.
- Anderson, L. 2011. Demystifying the Arab spring: parsing the differences between Tunisia, Egypt, and Libya. *Foreign Affairs* 90: 2-7.
- BBC News. 2018. Mozambique busts 30 000 ghost workers. Available at: <https://www.bbc.com/news/world-africa-46520946> (Accessed 20 March 2020).
- Barata, K. & Cain, P. 2001. Information, not technology, is essential to accountability: electronic records and public-sector financial management. *The Information Society* 17(4): 247-258.
- Barata, K., Cain, P. & Serumaga, M. 2000. *From accounting to accountability: managing accounting records as a strategic resource in Zimbabwe: a case study*. London: International Records Management Trust. Available at: [http://www.irmt.org/documents/research\\_reports/accounting\\_recs/IRMT\\_acc\\_rec\\_zimbabwe.PDF](http://www.irmt.org/documents/research_reports/accounting_recs/IRMT_acc_rec_zimbabwe.PDF) (Accessed 20 March 2020).
- Barata, K., Cain, P. & Thurston, A. 1999. From accounting to accountability: managing accounting records as a strategic resource. Available at: [http://www.irmt.org/documents/research\\_reports/accounting\\_recs/IRMT\\_acc\\_rec\\_background.PDF](http://www.irmt.org/documents/research_reports/accounting_recs/IRMT_acc_rec_background.PDF) (Accessed 24 August 2019).
- Barata, K., Kutzner, F. & Wamukoya, J. 2001. Records, computers, and resources: a difficult equation for sub-Saharan Africa. *Information Management Journal* 35(1):
- Bengtsson, M. 2016. How to plan and perform a qualitative study using content analysis. *Nursing Plus Open* 2: 8-14.
- Botswana National Archives and Records Services. 2009. *Records transfer manual*. Gaborone: BNARS.
- Botswana National Archives and Records Services. 2009. *Records management procedures manual*. Gaborone: Botswana National Archives and Records Services
- Botswana National Archives and Records Services. 2010. *Records management policy template for government ministries*, Gaborone: BNARS.
- Botswana National Archives and Records Services. 2011. *General records retention and disposal schedule for government ministries and departments*. Gaborone: BNARS
- Burns, S., Ferris, J. & Liatsopoulos, D. n.d. The problems and barriers of records and information management in Africa. Available at: <http://acamcgill.pbworks.com/f/Ferris+et+al.pdf> (Accessed 23 August 2019).
- Chaterera, F. 2016. Managing public records in Zimbabwe: the road to good governance, accountability, transparency and effective service delivery. *Journal of the South African Society of Archivists* 49: 116-36.
- Chinyemba, A. 2011. Fostering transparency, good governance and accountability in institutions of higher learning through records management. Paper presented at ESARBICA General Conference on Access to Information: Archives and Records in Support of Public Sector Reform in Context, Maputo, Mozambique.
- Creswell, 2014. *Research design: qualitative, quantitative, and mixed methods approaches*. Los Angeles: Sage Publications.

- De Mingo, A.C. & Cerrillo-i-Martínez, A. 2018. Improving records management to promote transparency and prevent corruption. *International Journal of Information Management* 38(1): 256-261.
- 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.
- Dikopoulou, A. & Mihiotis, A. 2012. The contribution of records management to good governance. *Total Quality Management Journal* 24(2): 123-141.
- Evans, F.B. 1988. The Organization and Status of Archival Training: An Historical Perspective. *Archivum* 34: 75-91.
- Garaba, F. 2015. Dodos in the archives: rebranding the archival profession to meet the challenges of the twenty-first century within ESARBICA. *Archives and Records*, 36(2), 216-225.
- Government of Tanzania. 2002. *Records and Archives Management Act*. Available at: <http://www.tzonline.org/pdf/therecordsandarchivesmanagementact.pdf> (Accessed 21 March 2020).
- Government of South Africa. 2000. *Promotion of Access to Information Act*. Available at: <https://www.justice.gov.za/legislation/acts/2000-002.pdf> (Accessed 1 April 2020).
- Government of South Africa. 2013. *Protection of Personal Information*. Available at: <https://www.justice.gov.za/inforeg/docs/InfoRegSA-POPIA-act2013-004.pdf> (Accessed 1 April 2020).
- Heeks, R. 2002. Information systems and developing countries: failure, success, and local improvisations. *The Information Society* 18: 101-112.
- InterPARES Trust. 2018. AF01 curriculum alignments at institutions of higher learning in Africa: preparing professionals to manage records created in networked environments. Available at: <https://interparestrust.org/assets/public/dissemination/AF01LitReviewJuly2018.pdf> (Accessed 21 March 2020).
- IRMT. 2008a. Sierra Leone case study: fostering trust and transparency in governance. Available at: [http://www.irmt.org/documents/building\\_integrity/case\\_studies/IRMT\\_Case\\_Study\\_Sierra%20Leone.pdf](http://www.irmt.org/documents/building_integrity/case_studies/IRMT_Case_Study_Sierra%20Leone.pdf) (Accessed 20 March 2020).
- IRMT. 2008b. Botswana case study: fostering trust and transparency in governance. Available at: [https://www.irmt.org/documents/building\\_integrity/case\\_studies/IRMT\\_Case\\_Study\\_Botswana.pdf](https://www.irmt.org/documents/building_integrity/case_studies/IRMT_Case_Study_Botswana.pdf) (Accessed 22 November 2019).
- Isa, M.A. 2009. Records management and the accountability of governance. Available at: <http://theses.gla.ac.uk/1421/01/2009matisaphd.pdf> HYPERLINK "http://theses.gla.ac.uk/1421/01/2009matisaphd.pdf%20" (Accessed 10 November 2019).
- International Organisation for Standardization. 2016. *ISO 15489 Information and Documentation – Records Management – Part 1: General*, Switzerland: International Organisation for Standardization.
- Kalusopa, T., & Keakopa, S.M. 2009. Professional staff turnover at the Botswana National Archives & Records Services (BNARS). *Zambia Library Association Journal* 24(1-2): 53-65.
- Kalusopa, T., & Zulu, S. 2009. Digital heritage material preservation in Botswana: problems and prospects. *Collection building* 28(3): 98-107.



- Kamatula, & Kemoni, H. 2018. A framework for e-records in support of e-government implementation in the Tanzanian public service. *ESARBICA Journal* 37: 69-88.
- Katuu, S. 2013. An overview of archives and records management education and training in Africa. Paper presented at the 3rd Asia and Pacific Conference on Archival Education - Innovation and Engagement in Archival Education, Renmin University in Beijing, China. Available at:  
[https://www.researchgate.net/publication/330672620\\_An\\_overview\\_of\\_Archives\\_and\\_Records\\_management\\_education\\_and\\_training\\_in\\_Africa](https://www.researchgate.net/publication/330672620_An_overview_of_Archives_and_Records_management_education_and_training_in_Africa) (Accessed 21 March 2020).
- Katuu, S. 2015. the development of archives and records management education and training in Africa – challenges and opportunities. *Archives and Manuscripts* 43(2): 1-24.
- Keakopa, S. 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.
- Keorapetse, D.L. & Keakopa, S.M. 2012. Records management as a means to fight corruption and enhancing accountability in Botswana. *ESARBICA Journal* 31: 24-35.
- Kemoni, H. & Ngulube, P. 2007. Records and archives legislation in Kenya and management of public sector records: a SWOT analysis approach. *African Journal of Library & Information Science* 17(2): 89-102.
- Khumalo, N.B., Bhebhe, S. & Mosweu, O. 2016. A comparative study of freedom of information legislation in Botswana, South Africa and Zimbabwe. *Mousaion* 34(4): 108-131.
- Klareld, A.S. 2015. Adapting official archives management to the context of e-government. Available at: <https://www.diva-portal.org/smash/get/diva2:812544/FULLTEXT01.pdf> (Accessed 26 September 2020).
- 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.
- Malemelo, F., Dube, A., David, R. & Ngulube, P. 2013. Management of financial records at the Marondera Municipality in Zimbabwe. *Journal of the South African Society of Archivists* 46: 12-24.
- Maseko, A. 2012. The management of audio-visual records at the Swaziland Television Authority. Masters dissertation, University of Botswana, Gaborone.
- Mnjama, N. 2000. Freedom of information and legislation in ESARBICA states and its implications for records management practices. *African Journal of Library and Information Science* 10(1): 43-54.
- Mnjama, N. 2006. Dealing with backlog accumulations of archival materials in Eastern and Southern Africa. *Information Development* 22(1): 48-56.
- Mnjama, N. & Wamukoya, J. 2007. E-government and records management: an assessment tool for e-records readiness in government. *The Electronic Library* 25(3): 274-284.
- Mo Ibrahim Foundation 2018. Available at:  
[https://mo.ibrahim.foundation/sites/default/files/202002/African\\_Governance\\_Report\\_2019.pdf](https://mo.ibrahim.foundation/sites/default/files/202002/African_Governance_Report_2019.pdf) (Accessed 4 April 2020).
- Mohammed, S., Tetteh, R. & Ahmed, A.A. 2018. Challenges associated with records management in Sunyani Technical University. Available at:

- [https://mpira.ub.uni-muenchen.de/89261/1/MPRA\\_paper\\_89261.pdf](https://mpira.ub.uni-muenchen.de/89261/1/MPRA_paper_89261.pdf) (Accessed 26 September 2020).
- Moore, A. 2004. A. Sierra Leone records management: what's on? *ACARM Newsletter* 35. Available:  
<http://www.acarm.org/documents/issue35/35.12%20Sierra%20Leone%20Records%20Management.pdf> (Accessed 22 August 2019).
- Mosweu, O. 2018. A framework to authenticate records in a government accounting system in Botswana to support the audit process. PhD Thesis, University of South Africa, Pretoria.
- Mosweu, O. & Ngoepe, M. 2018. *Legal framework for auditing public sector accounting records in the digital environment in Botswana. Proceedings of the 9th ProLISSA Conference*. Cambridge Scholars Publishing: Newcastle.
- Mosweu, T. & Simon, I. 2018. The implications of the National Archives and Records Services Act on archival practice in Botswana. *Journal of the South African Society of Archivists* 51: 70-96.
- Mosweu, T. & Ngoepe, M. 2019. Use of social media platforms for increased access and visibility by the Botswana National Archives and Records Services. In Ngulube, P. 2019 (ed), *Handbook of research on advocacy, promotion, and public programming for memory institutions*. Hershey: IGI Global.
- Musembi, M. 2005. Efficient record management as a basis of good governance. Available at: [http://africa.peacelink.org/wajibu/articles/art\\_9633.html](http://africa.peacelink.org/wajibu/articles/art_9633.html) (Accessed 23 August 2019).
- Mutula, S., & Wamukoya, J. M. 2009. Public sector information management in east and southern Africa: Implications for FOI, democracy, and integrity in government. *International Journal of Information Management* 29(5): 333-341.
- Nasieku, A, Kemoni, H and Otike, J 2011. Management of electronic records at Moi University, Eldoret, Kenya. *ESARBICA Journal* 30: 177-210.
- National Archives and Records Services of South Africa. 2007. *Records Management Policy Manual*. Available at:  
[http://www.nationalarchives.gov.za/sites/default/files/Records\\_Management\\_Policy\\_Manual\\_October\\_2007\\_1\\_0.pdf](http://www.nationalarchives.gov.za/sites/default/files/Records_Management_Policy_Manual_October_2007_1_0.pdf) (Accessed 30 July 2020).
- National Archives of Namibia. 2007. *Draft Records Management Policies*. Available at: <https://www.npc.gov.na/downloads/policies%20by%20year/2006/Draft%20Records%20Management%20Policy.pdf> (Accessed 21 September 2020).
- Ndenje-Sichalwe, E. 2011. The role of records management in the implementation of public service reform programme in Tanzania. Paper read at the XXI Bi-Annual East and Southern Africa Regional Branch of the International Council on Archives (ESARBICA) General Conference on "Access to Information: Archives and Records in Support of Public Sector Reform in Context", Maputo (Mozambique), 6-10 June 2011.
- Nengomasha, C. 2013. The past, present and future of records and archives management in sub-Saharan Africa. *Journal of the South African Society of Archivists* 46: 1-11.
- Nengomasha, C.T. & Nyanga, E.H. 2012. Managing semi-current records: a case for records centres for the public service of Namibia. *Journal for Studies in Humanities and Social Sciences* 1(2): 231-245.

- Ngoepe, S.M. 2012. Fostering a framework to embed the records management function into the auditing process in the south African public sector. PhD Thesis, University of South Africa, Pretoria.
- Ngoepe, M. & Keakopa, S.M. 2011. An assessment of the state of national archival and records systems in the ESARBICA region. *Records Management Journal* 21(2): 145-160.
- Ngoepe, M. & Ngulube, P. 2013. An exploration of the role of records management in corporate governance in South Africa. *South African Journal of Information Management* 15(2).
- Ngoepe, M. & Saurombe, S. 2016. Provisions for managing and preserving records created in networked environments in the archival legislative frameworks of selected member states of the Southern African Development Community. *Archives and Manuscripts* 44:1, 24-41.
- Ngulube, P. 2001. Strategies for managing digital records and documents in the public sector in Sub Saharan Africa. Available at:  
<http://archive.ifla.org/IV/ifla67/papers/110-172e.pdf> (Accessed 26 August 2019).
- Okello-Obura, C. 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).
- Okello-Obura, C. 2012. Records and information management as a catalyst for fighting corruption. *Information Development* 29(2): 114-122.
- Otuoma, P.S. 2010. Problems faced in archives and records management in Kenya. Available: <http://informationscienceblog.blogspot.com/2010/06/problems-faced-in-archives-and-records.html> (Accessed 22 November 2019).
- Pallister, D. & Capella, P. 2000. British banks set to freeze dictator's millions. *The Guardian*, 7 July. Available at: <https://www.theguardian.com/uk/2000/jul/08/davidpallister> (Accessed 3 April 2020).
- Palmer, M. 2000. Records management and accountability versus corruption, fraud and maladministration. *Records Management Journal* 10(2): 61-72.
- Rakemane, D. & Jain, P. 2018. Revitalization strategies for libraries, archives, and other information centers. *Library and Information Association of Zambia Journal* 3(1&2): 41-51.
- 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.
- Regonamanye, J. 2016. Freedom of information law not a priority – Kwerepe. *Sunday Standard Newspaper*, 15 December.
- 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 Framework. PhD Thesis, University of South Africa, Pretoria.
- Saurombe, N. 2019. Raising awareness about public archives in East and Southern Africa through social media. In Ngulube, P. (2019) (ed) *Handbook of Rresearch on Advocacy, Promotion, and Public Programming for Memory Institutions*. Hershey: IGI Global.
- Schwella, E. 2013. Bad public leadership in South Africa: the Jackie Selebi case. *Scientia Militia, South African Journal of Military Studies* 4: 65-90.

- Sebina, P. 2003. *Freedom of information, records management and good governance. any symbolic relationship?* Available at: [http://goodgovernance.bappenas.go.id/publikasi\\_CD/cd\\_penerapan/ref\\_cd\\_penerapan/download/unfolder/FOI%20Good%20Governance.PDF](http://goodgovernance.bappenas.go.id/publikasi_CD/cd_penerapan/ref_cd_penerapan/download/unfolder/FOI%20Good%20Governance.PDF) (Accessed 21 August 2019).
- Sebina, P. 2006. Records management and freedom of information; a learning curve for Botswana. Available at: [http://www.ricksnell.com.au/resources/sebina\\_thesis.pdf](http://www.ricksnell.com.au/resources/sebina_thesis.pdf) (Accessed 27 August 2019).
- Sebina, P. M. 2007. Information management in Africa to undergo a change. In *World Library and Information Congress: 73rd IFLA General Conference and Council*, 19–23 August, Durban, South Africa.
- Shone, I. 2019. Records management extolled as tool of good governance. Available at: <http://www.botswanaguardian.co.bw/news/item/3987-records-management-extolled-as-tool-of-good-governance.html> (Accessed 26 September 2020).
- Shepherd, E. 2008. Freedom of information and records management. Paper presented at ICA Congress, Kuala Lumpur. Available at: [http://www.kualalumpur2008.ica.org/sites/k12008/files/006\\_SHEPHERD\\_archives%20and%20communities.doc](http://www.kualalumpur2008.ica.org/sites/k12008/files/006_SHEPHERD_archives%20and%20communities.doc) (Accessed 17 October 2019).
- Smith, W.I. 1976. The ICA and technical assistance to developing countries. *American Archivist* 39(3): 343-351.
- Snell, R., & Sebina, P. 2007. Information flows—the real art of information management and freedom of information. *Archives and Manuscripts* 35(1), 54-81.
- Svärd, P. 2017. Freedom of information laws and information access: the case of Sierra Leone. *Information Development* 33(2): 190-198.
- Svensson, J. 2005. Eight questions about corruption. *Journal of Economic Perspectives* 19(3): 19-42.
- The World Bank. 2000. *Managing Records as the Basis for Effective Service Delivery and Public Accountability in Development*. Available at: <http://siteresources.worldbank.org/EXTARCHIVES/Resources/Core%20Principles.pdf> (Accessed 29 August 2019).
- Thomas, M. 2001. Getting debt relief right. *Foreign Affairs* 80: 36-45.
- Transparency International. 2018. *Corruption perception index* Available at: <https://www.transparency.org/cpi2018> (Accessed 3 April 2020).
- Tshotlo, K. & Mnjama N. 2010. Records management audit: the case of Gaborone City Council. *ESARBICA Journal* 29: 5-34.
- Vasagar, J. 2006. Charges in Kenya corruption scandal. *The Guardian*, 16 March, Available at: <https://www.theguardian.com/world/2006/mar/16/kenya.jeevanvasagar> (3 April 2020).
- Wamukoya, J. 2000. Records and archives as a basis for good government: implications and challenges for records managers and archivists in Africa. *Records Management Journal* 10(1): 23-3
- Wamukoya, J. & Mutula, S. 2005. Capacity-building requirements for e-records management: the case in East and Southern Africa *Records Management Journal* 15(2): 71-79.
- Warf, B. 2017. Geographies of African corruption. *PSU Research Review* 1(1): 20-38

- World Bank/IRMT. 2000. Managing records as the basis for effective service delivery and public accountability in development: an introduction to core principles for staff of the World Bank and its partners. Available at:  
<http://siteresources.worldbank.org/EXTARCHIVES/Resources/Core%20Principles.pdf>  
(Accessed 20 March 2020).
- Yuba, M. 2013. The role of National Archives and Records Service of South Africa in the young democracy. Masters Dissertation, University of the Witwatersrand, Johannesburg. Available at:  
<http://pari.org.za/wp-content/uploads/2017/04/Yuba-M-Masters-of-Management-Dissertation-2013.pdf> (Accessed 20 February 2020).