InterPARES Trust Project

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1. Afolabi, M. (1993), "Education and Training of Archivists, Manuscript Curators and Records Managers in Africa", Archivaria, Vol. 35, pp. 324–334.

**Annotation**: The paper discusses the current situation of archival education in Anglophone regions of Africa. The author provides information on courses offered at the non-graduate diploma level, under-graduate and graduate level. There are no doctoral level programmes; there are also no stand-alone degrees in archival science. Instead specializations are offered as part of library and information science programmes. The author stresses the lack of utilization of practicing or retired archivists to supplement teaching in archival courses. The author then focus on discussing six factors essential to the establishment of archives and records management academic training programmes including: the level of education and training to be offered; admission requirements for candidates; which academic department in an institution would offer courses of study and in the absence of suitable departments the creation of, ideally, separate departments of archives and records management; staff qualifications; teaching resources; and curricula at the diploma and master's level. The author lastly calls for the inauguration of a programme for archives and records management which could be spearheaded by those in position to assert political pressure including the national society of archivists, archivists and records managers and professors who teach archives and records management.

2. Asogwa, B. E. (2012), "The challenge of managing electronic records in developing countries: Implications for records managers in sub-Saharan Africa", *Records Management Journal*, Vol. 22 No. 3, pp. 198–211.

**Annotation**: According to the author, sound record-keeping practices are now increasingly being emphasized and demanded to enhance productivity, performance, transparency and accountability in government. Effective implementation of electronic records management is impeded largely due to legislative barriers. Additional challenges include inadequate ICT skills, corruption, and political instability; poor funding; constantly changing technology; problems of reliability and authenticity.

Using regional snapshots, the author states that South Africa is the only African country to have in place measures to manage, destroy and dispose of e-records through a disposal authority. In Kenya and Malawi, individual departments take responsibility for managing their own records while in Botswana, Kenya and Zimbabwe this mandate is derived through the national archives legislation. The author concludes by proposing the following strategies for organizations: migrate older records to new environment systems; develop, accept, and implement widely accepted global standards for born digital records and digitized archival assets utilizing readily available tools; create educational opportunities for skills training and also create advocacy strategies.

3. Barata, K., Kutzner, F. J. and Wamukoya, J. (2001), "Records, computers, and resources: A difficult equation for sub-Sahran Africa", Information Management, Vol. 35 No. 1, pp. 34-42.

**Annotation**: The records management systems in Namibia are much better than many others in the region but there is no capacity to control the receipt and creation of electronic records. The Government of Namibia recently implemented strategic records management systems countrywide. The National archives are mandated to manage all government records regardless of format, however the facilities  do not have the capacity to meet this responsibility and no other legislation is in place to

govern the handling of electronic records in office. The main obstacle identified is that the management level in the government is made up of politically appointed officials who are not aware of basic records management procedures nor care to learn about them. Records are also lost when staff transition, as they tend to keep records on personal hard-drives or delete records from work computer. Records management staff are often untrained and therefore not trusted by managers; trained staff typically leave for other better paying positions elsewhere, or seek departmental transfers. The authors propose that in the next five years the national archives must obtain management support, train staff and create paper copies of all records providing links to computerized versions.

4. Ngoepe, Mpho, and Amos Saurombe. "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 (SADC)". Archives and Manuscripts 44.1 (2016): 24–41. http://www.tandfonline.com/doi/abs/10.1080/01576895.2015.1136225?journalCode=raam20

Annotation: Archival legislation provides the essential framework that enables a national records and archives service to operate with authority in its dealings with other organs of state. The authors begin by providing background to the enactment of archival legislation in the SADC region. They then identify archival legislation in the SADC member countries, paying attention to any provisions for electronic records management and preservation. From the legislation analyzed, only the South African legislation specifically makes provision for the management of electronic records. Furthermore, all the pieces of legislation are silent on whether electronic records can be admissible as evidence in a court of law. The study recommends that the SADC region should consider adding a legal instrument in the form of a protocol treaty on archival legislation and designing a model law or statute on electronic records management and preservation to be customized by member states.

5. Keakopa, M. S. (2002), "Automated records management systems in the ESARBICA region", ESARBICA Journal, Vol. 21, pp. 41–48.

Annotation: Eastern and Southern African Regional Branch of the International Council on Archives (ESARBICA)countries have not utilized the ICTs they have with the exception of South Africa, which has in place tools to develop and formalize electronic recordkeeping systems; the Umgeni Water project is a leading example. The author references models in place outside Africa, primarily in Australia; for example DIRKS in New South Wales and the Victorian Electronic Records Strategy in Australia. ESARBICA needs metadata standards for recordkeeping, practical tools and standards for training and to exploit links with partners such as International Federation of Library Associations and Institutions (IFLA), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Council on Archives (ICA). Most importantly, electronic records programmes have to be made core functions of the national archives with supporting legislation in place. The strength of this article is in the author's exploration of the ethical issues archivists face in the implementation of information technology regarding issues such as the right of access to information, individual privacy, intellectual property rights, standardization, accessibility and security and relevant training. The author also highlights the impact of political interference in records and archives and cultural considerations.

6. Keakopa, S. M. (2010b), "Overview of archival and records management developments in the ESARBICA region", Archives and Manuscripts, Vol. 38 No. 1, pp. 51–77.

**Annotation:** The author begins by discussing the origin of ESARBICA, its objectives, and a brief historical survey of developments in the region. Challenges and progress are demonstrated in these main areas that stem from the colonial era: oral traditions programmes to supplement colonial records (e.g. Oral Traditions Association of Botswana); repatriation of migrated archives, those records that were originally created and maintained by colonial administrators in Africa but were moved out of the continent at the end of the colonial period (e.g. Kenya, Botswana); backlogs of unprocessed records in registries; human resource development, training and staff retention; archival legislation including access to information; preservation, digitization and conservation issues including of e-records; outreach programmes and marketing strategies; and establishment of integrated records management programs. To help cope with the challenges faced by archivists and records managers in the region, the article argues that strengthened archival leadership, and forming partnership with stakeholders, would be a good step in the right direction. The article concludes by proposing that the region needs coordinated efforts and detailed research to find better solutions and inform regional policies in archival and records management developments.

7. Kemoni, H. N., Ngulube, P. and Stilwell, C. (2007), "Public Records and Archives as Tools for Good Governance: Reflections within the Recordkeeping Scholarly and Practitioner Communities", ESARBICA Journal: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives, Vol. 26 No. 1, pp. 3–18.

**Annotation**: The authors begin by presenting examples from around the world of the use of records as documentary evidence to promote transparency, for example, in a government related corruption court case in Kenya and during South Africa's anti-apartheid struggle, among others. The authors then focus on the use of archives as tools for facilitating governance and human rights, again using global examples. The authors draw on studies by the International Records Management Trust (IRMT) which shows that efficient records management provides poverty reduction, accountability and effective management of state resources, rights protection, anti-corruption strategies and services to citizens. The authors conclude that for good record systems to exist, archivists and records managers need to work in close collaboration.

8. Mnjama, N. (2001), "The Management and Preservation of Personnel Records in ESARBICA Members States", Records Management Journal, Vol. 11 No. 2, pp. 111–120.

**Annotation**: The author states that professional literature on archives and records management pays little attention to the subject of managing personnel records (most are paper based) despite the fact that these records take up significant physical space in public offices and contain rich statistical and administrative data. While most African countries have introduced aspects of automation into the personnel function, most personnel records do not have well-developed retention periods, which increases their growth. Most archives will not take over personal records due to their physical scope nor do they have the regulations and guidelines to manage personnel records. Using survey results, the author analyzes the type of details included in employee files, from general to sensitive and confidential. The author then outlines factors determining the selection and preservation of personnel records per country, including the level of sensitivity, varying retention periods and seniority levels of staff. With regard to freedom of information, the author asserts that employees will increasingly demand both access to their personal records and government rationale for collecting personal

information. Employers will need to be equipped to deal with requests for records in a timely manner and ensure that records are accurate and adequately protected.

9. Ngulube, P. (2004), "Implications of technological advances for access to the cultural heritage of selected countries in sub-Saharan Africa", Government Information Quarterly, Vol. 21 No. 2, pp. 143–155.

Annotation:  The author uses examples drawn from the literature to demonstrate that most countries in sub-Saharan Africa are not seriously addressing the issues related to the preservation of digital records and archives. For example all of the 34 surveyed institutions had computers, with most used for word- processing. Only one institution had an electronic records management software package. The survey also revealed an acute shortage of trained staff, policies, data migration, appraisal of e-records and legislation. According to the author, archival institutions should take a leading role in managing e-records for the long-term and in policy development. The author also identifies legislation to protect electronic records, skills development, funding, and use of appropriate document management strategies and models as tools to ensure the preservation and access to records in an electronic environment.

10. Ngulube, P. and Tafor, V. F. (2006), "The management of public records and archives in the member countries of ESARBICA", Journal of the Society of Archivists, Vol. 27 No. 1, pp. 57–83.

Annotation: It is important that public records and archives are managed efficiently and effectively because the information they contain is the cornerstone of holding government accountable and fostering good governance; in effect public records have a direct impact on individuals' lives. The study examined the role played by the national archives to foster records and archives management in the region, archival legislation and other policies, mission statements, records surveys, funding, skills and experience in the management of public records and archives (staffing), standards compliance, records scheduling and appraisal practices, preservation, electronic records use and preservation, public programming, archival ethics. It provided recommendations for each point.

11. Ngulube, P. (2007), "The Achilles Heel of the Preservation of Documentary Materials in Sub-Saharan Africa: Knowledge and Skills or Funding?" Restaurator, Vol. 28 No. 3, pp. 159–168.

Annotation:  The author states that training at all levels can facilitate the acquisition of the knowledge and skills required in preserving documentary materials. Without this knowledge, the proper allocation of resources cannot occur. The author addresses conflicting opinions within literature as to whether preservation concepts and techniques should be included within the library and information studies educational curriculum and to what level. In a review of the state of preservation training and education in sub-Saharan Africa, the author states that seven of out 27 institutions offer a specific module related to the subject. Alternative methods for acquiring preservation knowledge and skills exist such as through apprenticeship and workshops. The author concludes by stating that national and regional organizations concerned with the preservation of cultural materials (SAPCON (South African Preservation and Conservation Group)and ESARBICA) must support training courses in higher education institutions and foster partnerships with other organizations in the Galleries, Libraries, Archives, and Museums (GLAM) sector. Also, educators must update curriculums to include studies in preservation

management.

12. Ngulube, P. (2005), "Environmental monitoring and control at national archives and libraries in Eastern and Southern Africa", Libri, Vol. 55 No. 2-3, pp. 154–168.

**Annotation**: Little attention is being paid to environmental control and monitoring as a collection management strategy worldwide, although the problem is more acute in developing countries. The study showed that the preservation scene in sub-Saharan Africa is in a dismal state although preservation is seen as important. Major factors identified were a lack of commitment and limited funding for preservation activities and lack of key preservation personnel. The questionnaire revealed limited success in subject areas including mission statements, written preservation policies, appropriate environmental standards and collaboration in environmental management activities and funding. In addition to addressing these needs, librarians and archivists must be provided with ongoing guidance and training.

13. Salamntu, L. T. P. and Seymour, L. F. (2014), "A Review of Organizational Benefits Through the Use of Enterprise Content Management (ECM) System in Public Sector Organizations", paper presented at the Third International Conference on Informatics Engineering and Information Science (ICIEIS2014), Lodz, Poland available at: d.researchbib.com/f/7nZwDkAwNhpTEz.pdf.

**Annotation**: The authors examine general conditions that appear to be barriers in achieving expected benefits, e.g. lack of establishment of metrics, lack of resources, inappropriate IT Infrastructure, etc. The authors also provide a summary of IT, operational, managerial, employee and strategic, organizational, and environmental benefits of ECMs, enterprise resource planning (ERPs) and knowledge managements (KMs) drawn from the literature. There is no clear indication as to which benefits are valid for ECM in public sector organizations; these benefits need to be confirmed and verified in an ECM environment particularly in the public sector domain. The authors conclude by examining the context of South Africa, which is investing significantly in ICT but overall does not have a strong IT infrastructure, hence implementing failing IT projects.

14. Stephens, D. O. (1993), "Records management in Africa south of the Sahara", Information Management, Vol. 27 No. 3, pp. 56–58.

**Annotation**:  European colonial powers established legal and administrative systems and traditions that have a major impact on current records management. The author first provides information about colonial recordkeeping traditions, primarily the registry system and its characteristics. Moving into the contemporary period, the author provides statistics about the detrimental impact of the region's low Global Natural Product Social Molecular Networking (GNPS) and unstable political status on the infrastructure, staffing and power supplies required for effective records management.

National archival agencies do however exist in most nations in the era, providing crucial services in "sponsoring" records management in the region. The author uses survey data from 1985 to examine which countries have legislation in place regarding records management and archives, which have records centres in operation, vital records programmes in place, retention schedules in place and training programs in place. The author then examines past and current records management practices

in Ghana, Nigeria, Kenya, the Gambia and Uganda to illustrate the negative impact caused by political instability and disregard by governments on the creation and maintenance of records management systems.

15. Thurston, A. (1996), "Records Management in Africa: Old Problems, Dynamic New Solutions", Records Management Journal, Vol. 6 No. 3, pp. 187–199. IN CONNECT

**Annotation:** This article first provides historical context to archives and records management written about in above annotations by Stephens (1993) and Tough (2009). By the early 1990s, national archival services and record keeping systems were in a broken, unsatisfactory state. International donor support featured computerization as part of development strategies and emphasis was placed on transparency and accountability. The importance of establishing sound records management systems was initially overlooked but then emphasized. Awareness grew overall within the government and in the general public as to the importance of preserving important national records. Writing about the future, the author surveys literature that depicts a hopeful future for records management in Africa stemming from the strengthening relationship between those who create information and those who manage it due to the framework of the records lifecycle records. Examples are provided that demonstrate the implementation of successful records management programmes in the region particularly as senior civil servants are giving much greater priority to the management of records. Lastly, support from donor agencies is identified as critical.

16. Tough, A. (2004), "Records management standards and the good governance agenda in Commonwealth Africa", Archives and Manuscripts, Vol. 32 No. 2, pp. 142–61.

**Annotation:** The author begins by providing historical context to current records management practices in Commonwealth Africa during the colonial and immediate post-colonial era. The author then examines the role and impact of Public Service Reform Programmes (PSRP) and the impact of major projects, for example, payroll reform and revenue management. Because many PSRP projects are donor funded, the author discusses appropriateness of strategies implemented by external consultants. The study also gauged respondents' awareness and usage levels of ISO 15489 and other external standards for records management. The author concluded with a discussion around progress in the area. Classification schemes represent one area in which collaborative effort might achieve real progress. The National Archives and Records Service of South Africa has the most comprehensive range of policy and procedural guidance available within the African continent and has the potential to become a leading force in the promotion and implementation of records management standards. Another promising development is the Records Management Capacity Framework project being developed by the International Records Management Trust (IRMT).

17. Tough, A. G. (2009), "Archives in Sub-Saharan Africa half a Century after Independence", Archival Science, Vol. 9 No. 3–4, pp. 187–201.

**Annotation:** In the colonial era, archives were typically not established until it became clear that independence was imminent. An exception was the Central African Archives. Accountability was a core concern of record-keeping systems although the conception of it was primarily top-down. During the 1980s this changed and archives were neglected due to civil war, staff retention issues, inadequate

resources and economic downturns. Vital records often remained in the ministries rather than being transferred to the archives. The content of archives was colonial-focused leading to problems of interpretation by local staff. Awareness of "gaps" in the archive and "migrated record"´ grew during this period leading to oral history programmes. The author then examines the 1990s, billed as a decade of transformation for national archives and records services particularly in Botswana, the Gambia, Ghana and Tanzania. Challenges existed including the failure to effectively address electronic record keeping implementation due to a lack of skilled manpower and finances, the impact of System Applications Products (SAPs) on public services, kleptocratic regimes and China´s influence. Lastly, the author asserts the apartheid government´s utilization of the archives as a tool to control the past remains unparalleled.

18. Tough, A. and Lihoma, P. (2012), "The Development of Recordkeeping Systems in the British Empire and Commonwealth, 1870s–1960s", Archives and Manuscripts, Vol. 40 No. 3, pp. 191–216.

**Annotation**: The authors first discuss imperial control over recordkeeping systems and systems used, primarily the docket system, which required a large volume of well-educated and intelligent people in clerical roles. Churchill called for the creation of a single centralized registry for the Colonial Office to replace the large number of sub-registries. Colonial Office officials were often displeased by local (peripheral) initiative that diverged from the Home Civil Service but did nothing effective to prohibit local practice. Secretariat government gradually came to an end after World War II due to growth of public administration, business, physical space and the introduction of ministerial governments who wanted their own separate registry systems. After independence, a Department of Technical Cooperation (DTC) supported development work and technical and scientific advisory functions, including recordkeeping, of the Colonial Office, which ceased to exist in 1966. The DTC in 1964 was renamed the Ministry of Overseas Development. Overall, drivers of peripheral initiatives included the availability of skilled staff, the need to maintain security, practical day-to-day needs, diverging work patterns of colonial capitals and district administrations and the development of integrated registry systems.


**BOTSWANA**


19. Botswana Government. (2011), "E-Government Strategy", available at: http://www.gov.bw/Global/Portal%20Team/1Gov_Strategy_Doc_2013.pdf (accessed 15th November 2015).

**Annotation:** Botswana's National e-Government Strategy 2011–2016 outlines seven major programmes and approximately 25 interrelated projects to move appropriate government services online, significantly improving public service delivery and accelerating the uptake and usage of Information and Communications Technology (ICT) across all segments of society. Included in the report is a focus on the 20-year-old Government Data Network (GDN), the basic technology platform for the rollout of e-Government services, which requires a major overhaul. Other projects explained include the Government Web Portal, which will provide over 300 services, the introduction of e-Government self-service kiosks located in high-density service centres. The report states that the country's legislation will

also be overhauled and there will be an overall strengthening of IT governance, standards, policies and procedures. Spillage into the next planning period is expected. Over 1000 people and many organizations were consulted.

20. Botswana Government. (2004), "Maitlamo: Botswana's National ICT Policy", Gaborone: Botswana Government, available at: http://www.bits.org.bw/downloads/MAITLAMO_NATIONAL_ICT_POLICY.pdf (accessed 27th November 2015).

Annotation: The report first references an ICT Benchmarking and Best Practices Report was produced during the development of the National ICT Policy, completed in May 2004; seven countries were selected as relevant ICT benchmarks. It examined these ICTs/connectivity areas: Homes and Communities, Healthcare, Learning, the Marketplace and ICT Sector, Government, ICT-enabling Infrastructure, ICT-enabling Legislation. In addition, an e-Readiness Assessment was completed in June 2004 that "showed that Botswana's level of e-readiness was a contrast of extremes" (p. 60). For example Botswana has a world-renowned legal system and sophisticated Government Data Network and Police Private Network but telecommunications service quality is described as inadequate by members of the government and the private sector. The report also includes a Legislative Gap Analysis, which identifies problems, for example, the lack of comprehensive legislation to deal with the protection of personal privacy, and makes proposals for legislative and legal policy development. The report concludes with a report of the Maitlamo Legal Task Force Advisor with recommendations in the following areas: e-commerce legislation; protection of the e-commerce consumer; digital signatures; protection of personal privacy; security of information systems and networks; and cyber-crime and "inappropriate content" and lawful access.

21. Bwalya, Kelvin Joseph, Peter Mazebe Sebina, and Saul C. Zulu. "Freedom of Information as a Catalyst for Responsiveness in the e-Government Environment: A Closer Look at Botswana". Digital Solutions for Contemporary Democracy and Government (2015): 135. https://goo.gl/KMAKoj

Annotation: As of 2014 (the publication date of the chapter) Botswana had not yet enacted a freedom of information (FOI) act despite it being included in a key vision principle for the country as per 1997 legislation. Attempts at tabling FOI in parliament occurred in 2012 however the ruling party (the Botswana Democratic Party) voted against it,    informing the house that it would have its own version of the Bill passed in the next parliament session. The authors then provide examples of the government's investments in e-Government implementation such as the creation of the National ICT policy (Maitlamo) and National Development Plan (NDP) 10 in 2007. The government must now carry out the systematic approach to its implementation.   FOI may also help the government of Botswana achieve its commitment towards the attainment of a knowledge-based economy during the period of the                              NDP                            (2009-2016)                            10.

22. Bwalya, Kelvin Joseph, Saul FC Zulu, and Peter Mazebe Sebina. "Knowledge Management and Electronic Records Management in the Realm of E-Government: Case of Botswana". Digital Solutions for Contemporary Democracy and Government (2015): 166.

Annotation: KM (knowledge management) is a multi-dimensional phenomenon and its strategies must

therefore also be multi-faceted emphasizing the local context. It is important that e-Government and KM be logically linked with records management. E-Government can mitigate corruption, increase cost-effectiveness and is a platform where citizens can participate in decision-making regardless of their socio-economic status, thus promoting democracy. Through the use of a literature review, the chapter presents the history of records management in various African countries to show the endeavors. Then a long list of challenges to implementation is provided as well as implementation challenges to the appraisal of e-Records. The "promises" of creating e-government strategies embedded with Records Management (RM) and Knowledge Management (KM) and local context is discussed. The authors state that the Botswanan media reports poor record keeping practices in the public sector. They provide historical context on the establishment of BNARS (Botswana National Archives and Records Services), the Total Records and Information Management (TRIM) records management software and the objectives of the implementation by the government of its e-Government program in 2008. The authors look at the goals of records management on e-Government platforms, as per NARA in 2005. They lastly call for the need for empirical research into the ramifications caused by the limited initiatives towards implementing e-records in the country's public sector organizations.

23. Bwalya, K. J. (2010), "E-Government Implementation in Botswana: A Snapshot View", E-Government, Vol. 20 No. 2.

**Annotation:** The author notes that a dedicated e-Government team has been mandated to promote e-Government projects to citizens and evaluate the value of current information and communication technology (ICT) infrastructure projects such as erecting a dedicated Kgalagardi radial fibre network and the erection of a new government data network (GDN). In addition, through efforts by the government and stakeholders, the Botswana Telecommunications Authority was established to act as a legal and regulatory framework and Botswana now subscribes to regional submarine cable systems. The author notes that these initiatives come with both large opportunity and financial costs. The survey of Francistown residents found that a majority of citizens do not appreciate the value of the e-Government applications. Although citizens can now download forms from the e-Government portal, overall very few individuals have exploited the public services offered through the portal. Survey respondents identified a lack of e-Government awareness campaigns. The respondents identified the following as the major possible uses of e-Government applications: retrieval of current information on government policies, laws and other relevant decisions; platform for online voting (e-Democracy); buying and selling of goods and services (e-Commerce); meaningful interaction platform for individuals and the government; and ICT platform for responsive decision and/or policymaking.

24. International Records Management Trust. (2008), "Fostering Trust and Transparency in Governance: Botswana Case Study", London: International Records Management Trust, available at: http://www.irmt.org/documents/building_integrity/case_studies/IRMT_Case_Study_Botswana.pdf (accessed 27th November 2015).

**Annotation**: The study first provides background of the introduction of Land Boards in 1968 (via the Tribal Land Act), which in general had poor levels of recordkeeping and transparency. Starting in 2002 various attempts have been made to introduce electronic systems to support the management of land information. Individual land boards or sub-boards have also tried to establish better control over their records and land information by creating their own databases. The systems currently in place is the web

based Tribal Land Information Management System (TLIMS). However, at the time of writing, only two pilots of the system had been undertaken. The article examines the challenges faced in implementing TLIMS, including inaccurate input data, computer illiterate staff, and issues faced by users with low bandwidth. The report lastly notes the need to strengthen the management of records in both electronic and paper formats as a basis for strengthening data integrity and protecting the vital evidence that the records contained.

25. Kalusopa, T. (2008), "Challenges of digital heritage materials preservation in Botswana", ESARBICA Journal, Vol. 27, pp. 171–202.

**Annotation**: The article begins with a discussion of the global status of initiatives in digital preservation, including in Africa, the Digital Imaging Project of South Africa (DISA). Universal efforts in digital material preservation is then explored, namely those led by IFLA and UNESCO. The UNESCO study sought to establish the current situation regarding digital materials preservation in national archives, libraries, museums, media organizations and other public institutions using heritage materials. The study identified gaps in the following areas: standards on digital preservation, storage of digital heritage resources, methods of storage, access policies, policy and responsibility, staffing and training, future digital preservation plans. Appropriate recommendations and implementation such as enhancing national policies, legislation, national coordination for digital material preservation initiatives or programmes, human resource capacity building, standardization, research and development, disaster planning and recovery the strategies have been suggested. This is a similar study to Ngulube (2007).

26. Kalusopa, T. (2010), "E-record readiness – Can we build a contextual and conceptual framework for labour organizations in Botswana?" ESARBICA Journal: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives, Vol. 29 No. 1.

**Annotation**: The author begins with broad definitions of e-readiness and labour organizations and then focuses on the slow and less-than-eager adoption by labour organizations of information and communication technology (ICT). The author states that labour organizations have an influence in socio-economic governance therefore, there is now a growing interest in how they can use information in an e-environment to build capacity and meet objectives. The author then reviews literature that demonstrates how within the United States of America labour organizations are using ICTs to manage information to their advantage and then discusses the technological infrastructure required to facilitate access to ICTs. African governments have used e-record readiness tools created by the World Bank and the IRMT. However, there is no institutional knowledge on the extent of their merits or demerits. In SADC countries, membership in labour organizations is at an all-time low and organizational structures are crumbling due to fragmentation and a lack of capacity and resources. The depth and breadth of e-readiness and e-record readiness of labour organizations is critical for their survival and relevance to national development. The government in Botswana has continued to make progressive investments in the ICT sector since the 1990s and has put in place a National ICT policy and various pieces of legislation. Within the literature there has been little examination of the impact of ICTs in Botswana's labour organizations or how the use of e-records in the organizations could be integrated in promoting or being part of broader e-government initiatives. The author concludes by calling for further discussion on the applicability of tools to Botswana's labour organizations (e.g. whose point of view to take, different frameworks to develop from existing tools) and further inquiry into the efficacy of most e-

records readiness assessment tools in terms of content and measurement, outputs and benefits, management and implementation.

27. Kalusopa, T. (2011), Developing an E-records Readiness Framework for Labour Organizations in Botswana. PhD thesis, University of South Africa.

**Annotation:** The objectives of the study are to assess ICT uptake and use in labour organizations in Botswana; to establish the current record management practices in the labour organizations; to ascertain the depth and breadth of e-records readiness for the organizations based on existing assessment tools; to ascertain the best-practice framework of the integration of ICTs in the management of records in the organizations; to establish the extent to which the labour organizations are integrated in the national e-readiness strategies ; to suggest a framework that may be appropriate for measuring e-records readiness in the organizations; to make recommendations in relation to the general management of e-records and information management in the organizations. The study used a quantitative paradigm and employed a survey research strategy. The survey population was all of the 50 registered labour organizations in Botswana. The study adapted the IRMT e-records readiness tool. Overall the author positions the need to develop a clear framework for understanding e-records readiness as the basis for records and information management as well as the overall integration of the labour organizations in the e-environment in Botswana.

28. Kalusopa, T. and Zulu, S. (2009), "Digital heritage material preservation in Botswana: problems and prospects", Collection Building, Vol. 28 No. 3, pp. 98–107.

**Annotation:** This study provides a wealth of statistical information from its survey of 26 national heritage institutions in Botswana such as the National Archives, libraries, museums, hospitals, media organizations and officials from the Department of Information Technology (DIT). The study focused on document production; digital heritage material preservation; selection criteria used; standards on digitization; storage of digital resources; methods of storage of digital heritage materials accessing digital heritage materials; staffing and training for digitization; policy and responsibility; and future digital material preservation plans. Findings revealed weak policy formulation on digitization both at the institutional and national levels; weak legislative framework for digital preservation; ill-defined national digitization co-ordination for digitization activities at institutional, national and regional levels; lack of awareness about the potential of digital preservation by national heritage institutions; a dearth of human resources for digitization; and lack of common standards on digital heritage materials preservation in Botswana. The authors recommended that a framework to create a conducive environment for sustainable digital heritage material preservation in Botswana should be put in place. The framework should be anchored on national policies and coordination, legislation, human resource capacity buildings, standardization and the development of disaster planning and recovery.

29. Kalusopa, T. and Ngulube, P. (2012), "Record management practices in labour organizations in Botswana: original research", *South African Journal of Information Management*, Vol. 14 No. 1, pp. 1–15.

**Annotation**: Labour organizations often handle members' cases, disputes and financial obligations that require evidence therefore it is in their interest to ensure that there is confidence about the authenticity of the records they create or capture. The survey revealed most organizations are paper-based and demonstrated considerable confusion about retention requirements. Detailed guidance exists for labour organizations to use to manage their records. The Botswana National Archives and Records Services (BNARS) Act of 1978, as amended in 2007, has a strong emphasis on managing records in the public service which does not extend to organizations such as labour organizations. Organizations will need to develop internal policies, standards and procedures to enable them to fulfill the statutory obligations and to improve their operational efficiency. They could use other countries, like the United Kingdom, Australia, the USA and South Africa as models. The critical need for skills development of staff could benefit from the establishment of short-term training programs. Throughout, the article provides a useful application of ISO 15489 and ISO 15489.

30. Keakopa, S. M. (2006), Management of Electronic Records in Botswana, Namibia and South Africa: Opportunities and Challenges. PhD thesis, University of London.

**Annotation**: Data was collected using questionnaires, interviews and discussions with key personnel within the ICT industry, government agencies and national archives in the three countries. The thesis is broken down into three main topics, each with its own chapter, pertaining to all three countries: background to ICT development; use and impact of ICT in government agencies; national archives' strategies for managing electronic records. The author also employed the use of the following four main themes, applied to each broad topic: coordination and implementation of ICT initiatives; ICT infrastructure availability and accessibility; facing the challenges in ICT development; the ICT industry and knowledge of recordkeeping. The author concludes with seven broad recommendations such as awareness raising and staffing. This thesis is very relevant and useful for the AFO4 literature review.

31. Keakopa, S. (2009), "A critical review of the literature on electronic records management in the ESARBICA Region", ESARBICA Journal, Vol. 28.

**Annotation**: The article begins with a literature review of widely discussed problems associated with the impact of technology on recordkeeping in a global context, including technological obsolescence and long-term preservation, concerns of authenticity and reliability and accessibility and lack of privacy due to a lack of data legislation. The author then examines research activities in developing countries, highlighting that IRMT is planning to develop web-based training materials for professionals in eastern and southern Africa.

Focusing next on the ESARBICA region, the author states that little literature has been produced on electronic record keeping. The author briefly references articles written since 1991 to demonstrate that the existing literature examines the challenges of managing electronic records but neglects to suggest practical solutions for managing such records either broadly or specifically in the context of an African environment. Instead these articles primarily demonstrate concerns and challenges of e-recordkeeping. Botswana is specifically referenced in an article by Barata et al that discusses inadequacies in managing paper and electronic financial records.

32. Mampe, G. and Kalusopa, T. (2013), "Records management and service delivery: the case of

Department of Corporate Services in the Ministry of Health in Botswana", Journal of the South African Society of Archivists, Vol. 45, pp. 2-23.

**Annotation**: The World Health Organization (2009) report on Botswana identified inadequate utilization of information as one of the factors undermining health service delivery by the Ministry of Health. Drawing on a documentary review, the authors assert that ministries and departments in Botswana are required by the government to assume a systematic and organized approach to the management of public records. Their study results reveal that the records management system in the Ministry's Department of Corporate Services (DCS) was inefficient and did not effectively support public service delivery.

According to the authors, records management personnel and records users lacked direction and guidance on how to efficiently and effectively execute their duties. Security and preservation measures were not effective and even though the DCS generated and used e-records, there were no strategies for their management, few computers and personnel lacked ICT skills. The study recommended that a regulatory framework for records management should be developed and implemented and that management should identify training needs for records users and records management personnel.

33. Mnjama, N. (2000), "Managing records for ISO compliance: record keeping at the Botswana Meat Commission", Information Development, Vol. 16 No. 2, pp. 70–74.

**Annotation**: This article begins by examining various clauses within the ISO 9000 series, which require the creation and maintenance of quality of records. The author then provides an administrative history of the Botswana Meat Commission (BMC) including the major departments concerned with beef production. Their entry into the South African Bureau of Standards (SABS) and then into the European market required ISO accreditation. The BMC hired experts, including the author, to consult on developing records retention schedules, file classification systems, established a records centre, and trained clerical staff and managers. They carried out a two-phase programme involving staff interviews to identify problems followed by the development of a draft records retention schedule followed by a pilot implementation before full implementation. The author concludes there is no singular formula to achieving ISO certification but that this will be a growth area as more organizations strive to obtain it, especially companies in the South.

34. Mnjama, N. (2010), "Preservation and management of audiovisual archives in Botswana", African Journal of Library, Archives & Information Science, Vol. 20 No. 2, pp. 139–148.

**Annotation**: The author suggests that in developing countries, audiovisual material might be viewed as of greater importance than text because of higher levels of oral literacy. In Botswana only 28.6 percent of organizations have a programme for the digitization of audio-visual materials. Botswana's National Archives only has a small audio-visual section. This neglect is due to inadequate collection acquisition policies and retention schedules for audio-visual material; no legal framework requiring creators of audiovisual materials to deposit their works; inadequate storage facilities; lack of trained personnel in audio-visual archiving; inadequate funding; lack of a national register on audiovisual material; changing technologies and obsolete equipment; copyright requirements. The author concludes by providing strategies including that the National Archives should identify specific institutions which have adequate

storage facilities to be places of deposit for specific audiovisual materials; establishment of collection policies and a national coordinating office; specialist training, the creation of a national register.

35. Moatlhodi, T. M. (2015), An assessment of E-records readiness at the Ministry of Labor and Home Affairs Headquarters in Botswana. Master's thesis, University of Botswana.

Annotation: Research data for this study was acquired through semi-structured questionnaires, semi-structured interviews, and observations of records management staff, action officers (records users) and IT Manager. The author first examines the following issues via a literature review: e-records readiness, e-readiness and e-government in Africa, the ESARBICA region, and Botswana; the impact of ICTs on e-records and e-government in Botswana; the importance of e-readiness and e-records readiness in e-government; empirical studies on e-records readiness; a discussion of e-readiness tools. The author's findings revealed overall that the level of e-records readiness at Botswana Ministry of Labour and Home Affairs (MLHA) is not at the required level for implementation of an Electronic document and records management system (EDRMS) solution. This reasons for this include: a lack of awareness on the legal and policy framework for records and information management;  a lack of compliance to and awareness of policies, standards, tools, procedures and responsibilities for records management; inadequate resource capacity and training for records management staff; low internal awareness of records management programme; high level of commitment by management to the National Archives Records Management System (NARMS) pilot project but a lack of actual project ownership by senior staff. The author concludes with recommendations, highlighting in particular the leadership role that the Botswana National Archives and Records Services (BNARS) should play.

36. Moloi, J. (2009), "E-records readiness in the public sector in Botswana", ESARBICA Journal, Vol. 28, pp. 105–127.

Annotation:  Prior to this study no e-records readiness assessments had been carried out in Botswana. The study population included 45 respondents from within each of the nine government ministries plus the directors of Botswana National Archives and Records Services and the Department of Information Technology. The study found that although e-records are accepted and used as "official" working documents, they are not admissible as evidence of business transactions due to the lack of a policy and legislation for managing e-records. The author noted that National Archives Act is being revised to accommodate the management of e-records in Botswana but that a lack of staff training would impede any progress in this area. The study lastly found policies were not in place around e-mail management and systems were not in place to capture and preserve e-records. Overall, while computerization is increasing, the management of e-records is often left to chance due to the absence of planned e-records management systems.

37. Moloi, J. and Mutula, S. (2007), "E-records management in an e-government setting in Botswana", Information Development, Vol. 23 No. 4, pp. 290–306.

Annotation: The authors begin by reviewing how Africa lags behind in the management of e-records and the use of ICT due to its oral-based social traditions, lack of legal and administrative frameworks and skilled staff. E-records management in Botswana is still in its infancy although the country has a fairly modern technical infrastructure that is capable of providing e-government services to the general

public and business. An ICT policy for Botswana was developed in 2005 but is yet to be implemented. The difference between the two articles is the use in this article of detailed tables showing the number of records staff and IT specialists in each ministry and their qualifications in records management, computing and IT. Another table outlines ongoing and completed computerization projects in government. The authors again conclude with key recommendations arising from the findings of this study.

38. Mosweu, T. (2012), Assessment of the Court Records Management System in the Delivery of Justice at the Gaborone Magisterial District. Master's thesis, University of Botswana.

Annotation: This author provides useful background information using a literature review on public sector reforms and e-government initiatives and the legal status of electronic records broadly and also specifically in Botswana. Even though there is no access to information legislation in Botswana yet, the Botswana Magistrate Court Act requires court records to be made accessible to the public and that after 30 years, records may be removed to a central place of custody. Therefore the proper management of these records and their accessibility is essential. Using questionnaires, interviews and observation, the author found that members of the public do not have access to electronic case files captured on court record management system (CRMS) unless they are party to the case as well as access was not extended to the Administration of Justice (AOJ). Other problems identified included the absence of policies and standards for the management of electronic records generated though the CRMS, a retention and disposition schedule, issues with security, preservation, a general unawareness of the legal regulatory frameworks for the management of electronic records, the need for increased training and a shortage of computers and other elements of technological infrastructure including electricity.

39. Motsaathebe, L. and Mnjama, N. (2009), "The management of High Court records in Botswana", Records Management Journal, Vol. 19 No. 3, pp. 173–189.

Annotation: With the ever-increasing number of registered cases every year, Lobatse High Court is faced with problems of storage, retrieval, loss, and, or misplacement of records. The study group included the High Court's registry staff, the deputy registrar and legal administrator and the director of the Botswana National Archives and Records Services and the principal records manager. The results of questionnaires and interviews showed a major lack of understanding in regards to the following areas: Availability of records management manual; Types of records created at the High Court; Records classification; Availability of retrieval tools; Procedure used for requisitioning files from their respective registries; Records protection; Records storage; Disposition schedules; Use of the Court Records Management System (CRMS) launched in 2005; Compliance to ISO standards.

40. Mutula, S. and Kalaote, T. (2010), "Open source software deployment in the public sector: A review of Botswana and South Africa", Library Hi Tech, Vol. 28 No. 1, pp. 63–80.

Annotation: With the exception of the USA, open source software (OSS) is increasingly seen as a tool that can help governments achieve effective service delivery because of its low cost compared with commercial software. South Africa is the leader in the use of OSS in government. According to the study findings, in 2007 legislation was passed in South Africa to make the use of OSS in government legitimate and the government is now implementing OSS in all government departments and getting rid of commercial programmes. Botswana however is lagging behind. Survey findings show that there are no

policies to promote the use of OSS; the level of usage of OSS is limited; government support is limited; there is confusion and a lack of awareness about the benefits of OSS and skills required; upper management are unenthusiastic about implement OSS while lower level staff are positive. The authors conclude by briefly examining challenges of OSS deployment in the public sector in Africa and recommendations to address these challenges, again in a pan-African context.

41. Mutula, S. M. and van Brakel, P. (2006a), "E-readiness of SMEs in the ICT sector in Botswana with respect to information access", The Electronic Library, Vol. 24 No. 3, pp. 402–417.

**Annotation**: The authors first discuss the history of e-readiness and various e-readiness assessment tools available as well as the global status of e-readiness of small and medium enterprises (SMEs). In Botswana, the government and donor agencies are increasingly emphasizing the key role played by the SME sector in promoting economic and social development. However SMEs in Botswana struggle to gain access to important information needed for improved productivity, profitability, customer satisfaction and improved cycle time. The authors' study focused on information literacy competencies among staff in SMEs, information needs of SMEs in the ICT sector, the types of ICTs used by SMEs, presence of e-readiness strategies among SMEs, compliance by SMEs with information security procedures, information sharing among SMEs and barriers to achieving e-readiness status by SMEs. Respondents spoke of the need for telecom infrastructure development, legislative reforms, government support, access to credit, ICT skills training, awareness building of the potential of ICTS and the creation of e-commerce infrastructure.

42. Ngoepe, M. and Keakopa, S. M. (2011), "An Assessment of the State of National Archival and Records Systems in the ESARBICA region: A South Africa-Botswana Comparison", Records Management Journal, Vol. 21 No. 2, pp. 145–160.

**Annotation**:  The Botswana National Archives and Records Services (BNARS) and the South Africa National Archives and Records Service (NARS) share similar mandates however they differ in execution. The authors first provide historical background of each. NARS, which originated in 1652, is decentralized by province and characterized by a lack of resources and low status by public servants. BNARS, which originated in the early 1960s, is centralized and has been used as a benchmark by other African countries. While archives and records services in both countries do have legislation, they are not being recognized and given status in the government or by the public. Archivists and records managers in both countries are marginalized by state administration and lack corporate identities and visibility. BNARS has a subordinate functionary within the Ministry of Youth, Sports and Culture while NARS is located within the Department of Arts and Culture. Both lack funds and trained staff, infrastructure and strong leadership. The authors recommend that NARS and BNARS should operate independently, report directly to parliament, invest in staff training and employ motivated managers.

43. Nkwe, N. (2010), "E-Government: challenges and opportunities in Botswana", International Journal of Humanities and Social Science, Vol. 2 No. 17, pp. 39–48.

**Annotation**:  The author first provides a literature review examining the benefits, barriers, challenges and measurements of success pertaining to e-Government. The government of Botswana adopted its ICT policy ("Maitlamo") in 2007 and its Vision 2016 document was approved in 1997. Botswana has

established the Botswana Telecommunications Authority (BTA) and the Botswana Telecommunications Company (BTC) as ICT regulatory bodies and watchdogs. The article then examines, within Botswana: E-government Initiatives (the Kgalagadi radial fibre network and GDN, as discussed in previous articles), E-Government Projects (land management information system, discussed in previous articles), e-Legislation, e-Learning, E-Health and E-Business. Tables are provided showing Computerization of Government Operations per project per Ministry as well as Botswana's overall E-Government Rankings. The author concludes with challenges to implementing e-government initiatives specific to Botswana and several suggestions.

44. Ocholla, D. N. (1998), "Information consultancy and brokerage in Botswana", Journal of Information Science, Vol. 24 No. 2, pp. 83–95.

**Annotation**:  Data was collected via questionnaires and interviews with members of the public and private sectors as well as information consultants and brokers, all in Gaborone. The majority of the information consultancy and brokerage had qualifications in library and information studies, archives and records management and/or information technology specialization. The study then analyzed their business activities and practices and how they met client needs. The study found that overall clients were satisfied with their services and deemed them necessary although they still primarily gained access to information through private contacts, office files and mass media. The study recommends increased coordination, marketing, promotion and publicity of information consultants and brokers. The areas identified for consultancy services need to be developed and exploited, clients' awareness of the usefulness of information management be created and the consultants and brokers be readily available when needed.

45. Olefhile, Mosweu, Mutshewa Athulang, and Kelvin Joseph Bwalya. "Electronic Document and Records Management System (EDRMS) Implementation in a Developing World Context: Case of Botswana". Digital Access and E-Government: Perspectives from Developing and Emerging Countries: Perspectives from Developing and Emerging Countries (2014): 235. https://goo.gl/cvfOYY

**Annotation**: Botswana has the institutional, legal and policy framework in place to accrue benefits provided by ICTs. However these benefits are not yet fully realized. The authors provide examples of Electronic Document and Records Management System (EDRMs) implemented from within Botswana (e.g. the Student Loan Management System) as well as a chart with examples of EDRMs studies and implementation throughout the world. The authors then examine e-government initiatives in Botswana, starting with the highly effective Livestock Identification and Traceback System (LITS). The authors then provide a general overview of factors affecting the adoption of EDRMs: effort expectancy, performance expectancy, facilitating conditions and internal and external social influences. The authors conclude by describing challenges which need to be overcome in order to realize the benefits of an EDRUS such as end user resistance, poor record keeping practices, lack of top management's support, bad system design, familiarity, lack of training, lack of funding, etc. Solutions include end-user training, change management,           project           communication           and           top           management           support.

46. Peter Mazebe II, Mothataesi Sebina, Saul F. C. "Botswana's e-Government Programme: The Case for a Multi-Stakeholder e-Trust Model". Digital Access and E-Government: Perspectives from Developing and Emerging Countries: Perspectives from Developing and Emerging Countries (2014): 211.

**Annotation**: The chapter begins by discussing in general terms the environment required for ensuring effective use of e-Government using Mutula's 5-Pillar E-Trust Model. It then provides a Multi-Stakeholder Based E-Government Trust Model for Botswana, which focuses on citizen trust and trust perspectives from the main players involved: government, citizens, private sector, Non-Governmental Organizations and development agencies. Consultation, transparency, inclusiveness should be the guiding principles that inform the design and implementation of a trust strategy. Threats/risks to trust in Botswana's e-government will require: appropriate legal and regulatory framework to support e-trust; reliability/accessibility to the technology; and security of the technology. The multi-stakeholder trust model stimulates governments to be mindful of trust and how it permeates the acceptance of e-Government.

47. Ramokate, K. and Moatlhodi, T. (2010), "Battling the appraisal backlog: a challenging professional obligation for Botswana National Archives and Records Services", ESARBICA Journal: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives, Vol. 29 No. 1.

**Annotation**: The BNARS, established in 1967, primarily operated in a custodial role until 1992 when the mandate was expanded to include responsibility for managing active and semi-active public sector records. The collection of the colonial administration records forms the basis for the establishment of the archives service in Botswana. BNARS now manages an Archives Repository, Records Centres and all government Records Management Units (RMUs). BNARS uses the micro-appraisal approach. The authors provide the basis of appraisal criteria at BNARS. Major challenges faced during each appraisal "project" are then analyzed, including: poor classification of records, lack of retention and disposition schedules, lack of primary appraisal, unavailability of administrative history, lack of skilled personnel and exodus of professional staff. The authors provide strategies that were or should be adopted including: monitoring and evaluation of RMUs, decentralization of records centre functions, swift and efficient destruction, records centre stocktaking, business process re-engineering, continuous appraisal, computerized records management systems, skills development and training, recruitment and retention of records managers, development of records retention and disposal schedules, team approach to appraisal. It is further recommended that BNARS explore the possibility of partnership with stakeholders such as the University of Botswana's Department of Library and Information Studies and other ESARBICA members to assist in addressing this backlog.

48. Salamntu, L. T. P. and Seymour, L. (2015), "A review of enterprise content management (ECM): Growth and maturation of ECM from the year 2001 to 2011", paper presented at the Fifth International Conference on Digital Information Processing and Communications (ICDIPC) 2015, Sierre, Switzerland.

**Annotation**: The term ECM was introduced in 2001 by Association for Information and Image Management (AIIM) and has widely been adopted by vendors, end-users and analysts in the market. ECMs can support activities such as content creation and capture, content editing, review, approval, content indexing, classifying and linking, content distribution, publication and use, update and retention. For an ECM system to be successful, these four dimensions need to be considered: Enterprise, Processes, Content and Technology. The benefits of ECM from the perspective of the ECM vendor community include compliance, efficiency, consistency, customer service and consolidation. In the study these benefits were also identified: increased work efficiency, user satisfaction, improved business processes, compliance, and cost reduction. The most dominant ECM benefit that appeared

throughout the study is compliance. There is a need for future research in the hardware, software and standards for ECMs.

49. Sebina, P. M. (2001), "ISO Standards and Records Management: The Case of the Botswana Meat Commission (BCM)", African Journal of Library, Archives and Information Science, Vol. 11 No. 1, pp. 49–59.

Annotation: The cattle industry plays a vital role in the growth of Botswana's economy. Since its inception, BMC has been a non-profit organization. In 1973, BMC-products were allowed entry into the European market. BMC had to convince its customers that its products were of a high quality. It did so via accreditation with a certifying body for ISO 9000 compliance. Initially BCM's records were in a state of total disarray. The Botswana National Archives and Records Services (BNARS) was approached to establish a records management programme. They were unable to do the exercise, so professional records managers from the University of Botswana were contracted. The approach was in two facets. First interviews were carried out with action officers and registry staff. Then a physical survey of the records storage areas including the registry and the pseudo-registries maintained by the secretaries was carried out. Problematic areas identified by the consultants included appraisal, file use and file maintenance. The author concludes by discussing steps taken by the consultants to rectify the situation, for example creating a records retention/disposal schedule.

50. Sebina, P. (2006), Freedom of Information and Records Management: A Learning Curve for Botswana. PhD thesis, University College London. http://discovery.ucl.ac.uk/1445052/

Annotation: This study first establishes the importance and the role played by access to information in the democratic process via records management and freedom of information (FOI) legislation. Focusing on Botswana specifically, the author provides historical background on access to information in Botswana. As of 2006 Botswana does not have FOI legislation to enable citizens to gain an independent legal right to access government-held information. The author makes a detailed assessment to establish the need and readiness of Botswana for FOI including an interesting examination of the need for FOI emerging from the little-known Public Service Charter as well as of the need for FOI emerging from the state of public sector records management (BNARS). Overall the author demonstrates the cumulative readiness for FOI legislation in Botswana. Lastly, the author outlines roadmaps that could guide preparations towards full implementation of FOI by Botswana: a three-year FOI roadmap and a records management roadmap aimed at addressing problems in the Botswana public service.

51. Tshotlo, K. and Mnjama, N. (2010), "Records management audit: the case of Gaborone City Council (GCC)", ESARBICA Journal: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives, Vol. 29 No. 1.

Annotation: Since its establishment the GCC has never had officers designated specifically for the management of records, until recently when the council established a Records Management Unit and started recruiting records officers (five in total). The authors first provide a literature review of information audit methodology. The study of 35 employees of GCC revealed that this study was the first information audit to be carried out in the organization. The study revealed the organization lacks a records management policy and a policy on the management of electronic records. It further revealed

that acceptable processes do not exist pertaining to mail management, access to records, file management, records organization records creation, records retention and disposal and records preservation and conservation, information flow and security and disaster preparedness. The study made recommendations for each point plus additional recommendations for the establishment of a GCC Records Management Committee and for the recruitment of more qualified records management professionals. The study also revealed that although ICTs are being used at GCC there is no linkage with the Records Management Unit. The study recommends that GCC develops and implements an e-records management programme to guide in the creation, use, maintenance and disposal of e-records.

52. Wamukoya, J. and Mutula, S. (2005), "Capacity-building Requirements for E-records Management: The case of East and Southern Africa", Records Management Journal, Vol. 15 No. 2, pp. 71–79.

**Annotation**: Governments and records management's professionals acknowledge the management of e-records as a global problem with challenges that include lack of ICT legislation, funding, staff turnover, technological obsolescence, and software incompatibility, the ability to alter information without trace and whether electronic records constitute official records. In the ESARBICA region little progress has been made in the area of managing e-records created by public institutions. The authors discuss the challenges faced by ESARBICA countries to capture and preserve both paper and e-records. They then provide an e-records management capacity-building model for ESARBICA, identifying 17 critical areas (e.g. public sector reform) and then identify a number of programmes and further recommendations that must be undertaken (primarily training related) to achieve a long-term capacity building strategy for ESARBICA. The authors conclude by discussing the critical factors/efforts required to do this.