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1. [Abankwah, Ruth. "An examination of e-governance on selected national archives in ESARBICA." ESARBICA Journal 29 \(2010\): 165-](#)

Annotation: This article “explores the extent to which national archives in the Eastern and Southern African Regional Branch of the International Council on Archives (ESARBICA) region are involved in e-governance initiatives. The article examines infrastructure development concerning e-governance and thoroughly explores how infrastructure development in the ESARBICA region intersects and coincides with ICT policies in the same region. The article also examines, in detail, resource provision where e-governance in the ESARBICA region is concerned.

A detailed exploration of the role played by national governments in this regard is given and possible challenges regarding adopting information and communication technologies (ICTs) and e-governance in ESARBICA. It explores this section in depth, including efforts made to address these challenges.

The article notes that ICTs are essential in the implementation and usage of e-governance, and that national governments should get more involved in this sphere, such as integrating national archives in rural communities.

2. [Bwalya, Kelvin Joseph, and Mike Healy. "Harnessing e-government adoption in the SADC region: a conceptual underpinning", *Electronic Journal of E-government* 8, no. 1 \(2010\): 23– 32.](#)

Annotation: This article proposes an e-Government adoption model for use in the Southern African Development Community region. The article begins with introduces broader issues, thoroughly elaborating on the issues regarding e-governance with a focus on Botswana and Zambia as case studies.

Models proposed include a combination of Wangpipatwong’s e-Government adoption model and Davis’ Technology Acceptance Model (TAM), which was “based on Fishbein and Ajzen’s (1975) reasoning that users’ behavioural intention is the single best predictor of the actual system use.

This intention is determined by two beliefs; Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Davies defines PU as “the degree to which a person believes that using a particular system would enhance his or her job performance” (Davis, 1989), and as “the degree to which a person believes that using a particular system would be free of effort” (Davis, 1989). TAM (sic) hypothesizes that PU is influenced by the PEOU.

The article concludes with a note on how a more empirical study and testing of this model is required and how certain factors, such as Zambia’s own idiosyncrasies as a country and society, need to be considered.

3. [Bwalya, Kelvin Joseph, Tanya Du Plessis, and Chris Rensleigh. "Multi-Dimensional Factors Impacting on E-Government Adoption in Botswana, Mozambique, and Malawi". *International Journal of E-Adoption*, 3\(3\), \(2011\): 20– 32.](#)

Annotation: This paper critically examines e-Government initiatives in Botswana, Mozambique and Malawi and thoroughly examines current literature on this topic. A

short section in the article outlines the status of e-Governance measures adopted by governments in the three countries, followed by a section detailing the study's research methodology.

The methodology is the usage of extensive literature reviews and document analysis. What follows are sections focused on the three countries, with the analysis of the findings. The articles details recommendations for the three countries to "develop e-Government implementation strategies that will inform how the e-governance should be approached and adopted."

Further recommendations are that a massive survey be carried out to ascertain the level of adoption of e-governance in these different countries. The article concludes with several statements, including that prospects are high that e-Government can be a success in the countries surveyed in this paper as the background to e-Government implementation is being laid currently. The countries surveyed have shown that they are committed in erecting appropriate e-governance and ICT infrastructures, institutional, legal and regulatory frameworks that can be major success factors as far as e-Government implementation is concerned."

4. [Chaterera, Forget. "Beyond regress: museum records management in Zimbabwe". Journal of the South African Society of Archivists 47 \(2014\): 1– 17.](#)

Annotation: This article argues for the need of records managers and records management programmes to be implemented in museums. Following the introduction and background to the study, the research is stated and examined. Then the theoretical model used and the literature review that was undertaken for the study is detailed.

The study's research methodology included questionnaires, interviews, observations and Facebook as well as WhatsApp" being used as data collection instruments. Following this is a lengthy section exploring the findings and the related discussion.

The article finishes with recommendations urging National Museums and Monuments of Zimbabwe (NMMZ) to "capitalise on its good relations with National Archives of Zimbabwe (NAZ) and seek advice on how to develop a sound records management programme." Before conclusion, the article lays out challenges involved in introducing records management practices in Zimbabwe's National Museums.

5. [Chaterera, Forget. "Heading for a better understanding of outreach in the digital age: A look into the use of Web 2.0 as a communication tool by state museums and archives in Zimbabwe". Journal of the South African Society of Archivists 48: 21-33.](#)

Annotation: This article emphasises the theory that archives and museums should use social media as "outreach and communication tools." Following the introduction and overview of the subject, it gives a background of national museums and archives in Zimbabwe.

A definition of the terminology 'Web 2.0' is given for the purposes of the article, including a literature review, the problem statement, research objectives and questions.

The research methodology states that the article followed a "pragmatic philosophical paradigm where both primary and secondary data was used to investigate the research

questions” and that “the study mainly employed the qualitative research approach to understand the extent to which state museums and archives in Zimbabwe were using Web 2.0 technologies as a communication tool.”

Following findings and discussions, the author states that for archives and museums to “remain relevant and meaningful” to their societies, “effective communication and outreach programmes should be a top priority.” In addition, policies regulating and determining the use of Web 2.0 technologies in archives and museums should be formulated, and then the institutions “must draw plans to ensure a systematic use of the new communication technologies.” The article then describes the various aspects of this and emphasises that “required resources must be identified and secured for museums and archives to be able to successfully adopt Web 2.0 technologies.”

6. [Chaterera, Forget. “Towards Harnessing E-Government Adoption in Zimbabwe”. MOUSAION 30\(2\), \(2012\): 78– 94.](#)

Annotation: This article primarily discusses factors that influence citizens’ adoption of e-government services in Zimbabwe. It provides background to e-government initiatives in Zimbabwe, which thoroughly describes the status of the problem.

The study sought to conduct an empirical field research on e-government adoption in Zimbabwe to understand what citizens thought of e-government as a communication channel and to establish factors that affected their level of both awareness and usage.

What follows is a literature review and “review of related literature”, where various sorts of literature relating to this, directly or indirectly, are examined. The methodology is then explained, which is a “survey research design [that] used mixed methods research methodology (qualitative and quantitative).”

The findings, and related discussion, are then delved into, on the various aspects of e-government adoption examined in this study. Following this is the recommendations and conclusion. The article therefore recommends that the Zimbabwean government must increase public awareness about the benefits of using e-government.

“Obtaining feedback from e-government users is an important strategy that promotes e-government adoption.” It concludes that E-government initiatives must not be an authoritative or rigid exercise and citizens must find information on government websites meaningful to them.”

7. [Dewah, Peterson, and Nathan Mnjama. "An assessment of the National Archives of Zimbabwe's Gweru Records Centre." ESARBICA Journal 32 \(2013\): 55– 67.](#)

Annotation: This article concerns the “suitability of Gweru Records Centre in housing public records”. It opens with a detailed explanation of records centres, their significance to preserving records, in addition to the criteria that qualify a suitable and effective records centre.

The article then describes the background of the Gweru Records Centre, stating that while the centre had been operating in regularity for several years, no empirical study had been undertaken to measure its effectiveness. The methodology laid out is quantitative and qualitative data gathering, making use of “questionnaires, interviews, observations and content analysis”.

Findings are then presented, followed by recommendations that a “purpose-built records center” be constructed and that an “aggressive appraisal programme of records held in the facility be conducted. The overall recommendation is that “records need to be protected from any possible threats that can destroy their value.”

8. Dube, Themhani. "Short Communications: archival legislation and the challenge of managing archives in Zimbabwe". *ESARBICA Journal* 30 (2011): 279– 290.

Annotation: This article focuses on the need for the Zimbabwean National Archives (ZNA) to update related legislation to properly account for the modern realities of electronic records and more. Following the introduction, the article explains the relevant legislation and the need to update it. It also states the potential for organizational restructuring and amendment of the legislation as solutions to the various problems faced by the National Archives of Zimbabwe.

Overall the article concludes with how the NAZ needs to implement and enforce the appropriate legislation governing it, and how it needs to “overhaul and upgrade systems including legislation, records and procedures, records appraisal and automation. The duty to amend the legislation heavily lies with the NAZ as an institution itself.” However, it is noted that “the existence of a progressive and comprehensive legislation is not likely to bring about any changes in the management of public records and archives unless resources to implement the laws are made available to the NAZ.”

9. Kalusopa, T. & Ngulube, P. “Record management practices in labour organisations in Botswana”. *SA Journal of Information Management* 14 (1), (2012): 1– 15.

Annotation: The article explains how records management is a vital and necessary practice in organizations and not just labour organizations. It focuses on an empirical examination of records management practices of labour organizations in Botswana.

The article gives context of labour organizations in Botswana, defining what a labour organization is for the purposes of the article, how they have existed and operated in the country in recent decades and what their meaningfulness is to the society, and why they must improve their records management practices.

The authors used a “quantitative research paradigm” with a “survey research strategy”, employing the uses of “structured questionnaires, semi-structured interviews, document reviews and observations.”

The study findings are provided, employing the records management standard ISO 15489-1 as a guide and framework. They touch on legislative and regulatory frameworks, creating and capturing records, uses of records, formats of records, organising and classifying record collections, accessing and retrieving records, appraising, retaining and disposing of records, storing and preserving records, staffing and training, managing vital records and disasters, managing mail, managing emails, managing e-records.

The authors then provide recommendations and strategies for each area. For example, in regard to legislative framework, to truly fulfill their statutory requirements in addition to achieving improved operational efficiency, labour organizations will have to “develop and introduce a range of internal policies, standards and procedures.

The authors write that, in regard to capturing records, labour organizations must “develop policies for creating records that stipulate the requirements for capturing, registering, classifying, retaining, storing, tracking, accessing records and disposing of

them.”

10. Kalusopa, Trywell, and Saul Zulu. "Digital heritage material preservation in Botswana: problems and prospects". Collection building 28, no. 3 (2009): 98– 107.

Annotation: This article concerns digital preservation efforts in Botswana and has used a “survey method consisting of various components of data collection strategies including field work, document research, observations and the hosting of a national consultative seminar as an additional data input tool.”

The article first explores digital material preservation, including digital preservation initiatives in Africa and their present status. According to the authors’ review of the appropriate literature, “most African countries have been grappling with identifying strategies that they can use to deal with digital preservation issues.”

It then describes how the study was prompted due to a lack of sufficient resources to guide how Botswana can handle and manage the preservation of an increasing number of digital materials. It then describes the study methodology before moving into the main area of discussion. The findings are then explored, followed by recommendations.

The recommendations include that “national policies on digital material preservation should be formulated backed by relevant legislation. National heritage institutions should come up with coordinated digital material preservation initiatives or programmes. The institutions should address the human resource gaps in digital material preservation by recruiting, developing through various short-term and long-term training strategies as well putting measures in place for the retention of personnel. Standards on hardware, software, storage media and metadata should be implemented at institutional level. Digital material preservation programmes should be preceded by detailed studies on needs and reorganisation of analog systems for identification, selection, classification of materials for digitization. Botswana should also develop Centres of Excellence on digital preservation. National museum institutions should take a lead in documenting indigenous knowledge, including heritage sites and their digitisation. National heritage institutions should put in place strategies for disaster planning, mitigation and recovery of digital materials in their holdings.” The authors state that Botswana is facing what a good number of other countries are facing in preserving digital heritage materials. As a result, the country runs the risk of “losing a lot of its heritage materials forever, unless concerned bodies take appropriate measures to implement adequate digital material preservation programmes.”

11. Kalusopa, Trywell. “Challenges of information and knowledge management in trade unions in Botswana within the context of millennium development goals”. *Journal of African Studies and Development* Vol. 1(1) (2009): 001–007

Annotation: This paper primarily “explores the challenges that the labour movement face in the changing e-environment in Southern Africa, with particular emphasis on Botswana.” The article introduces the subject matter, followed by a number of sections fully and thoroughly exploring the interlocking subject matter of information/knowledge management, the process and progress of labour unions in Botswana, in the context of achieving the United Nations Millennium Development Goals (MDGs).

The article concludes with a striking statement that: “The challenges of conception, initiation, implementation, monitoring and evaluation of activities in labour

organizations will always require the provision of reliable, pertinent and timely information. Consequently, it can be acknowledged that well-managed information delivery systems propelled by ICTs in labour organizations in Botswana can actually facilitate problem definition, measurement and analysis, taking inventories and gainful decisions, evaluation of the plans, programmes and projects within the context of MDGs.”

12. Kalusopa, Trywell. “E-Record Readiness - Can We Build a Contextual and Conceptual Framework for Labour Organizations in Botswana?” *ESARBICA Journal* 29 (2010): 124-146.

Annotation: This article primarily “interrogates the usefulness of e-records readiness assessment tools in labour organizations in Botswana. Based on a literature review, the article seeks to review the content, context and implementation of e-records readiness tools in labour organisations in Botswana.” The article defines the necessary aspects of the article, such as e-readiness and “e-records readiness assessment tools.” It then delves into a deep and thorough exploration of “e-records readiness in labour organizations”, including trends, the status of e-records readiness in countries such as South Africa and Botswana, the “efficacy of the e-record readiness assessment tools”, and what lessons could be learned by relevant organizations in Botswana.

13. Kamatula, Gwakisa A., Nampombe Mkeni-Saurombe, and Olefihle Mosweu. “The Role of Archives in the Promotion of Documentary National Heritage in Tanzania, South Africa, and Botswana”. *Journal Of The Eastern And Southern Africa Regional Branch of the International Council on Archives* 32 (2013): 109-127.

Annotation: This article focuses on how national archives in Africa have the potential and capability to promote national heritage in each country on the continent. The authors first delve into the topic of national heritage – what it is, what is being done to promote it throughout Africa presently, and how archives tie into all of this.

The approach to the study was quantitative; a survey questionnaire and a documentary review were used to “collect data from the three national archives.” The article concludes that archives in the ESARBICA region certainly have a purpose and role to play in both preserving and promoting Africa’s cultural heritage, and that Web technologies have not been used to the full extent in for this purpose.

The authors recommend marketing the archival services to significantly promote cultural heritage that the archival services hold, strengthening archival legislation to enable national archives in the ESARBICA region to have legal control of electronic archives management. They also recommend that national archives should engage in large-scale preparation for custody and management of electronic records by “capacity building” in this realm.

14. Katuu, S. & Van der Walt, T., 2016, “Assessing the legislative and regulatory framework supporting the management of records in South Africa’s public health sector”, *South African Journal of Information Management* 18(1), a686. <http://dx.doi.org/10.4102/sajim.v18i1.686>

Annotation: This article was an intriguing and insightful exploration into the matter of records management in South Africa’s health sector. It vividly illustrated the confusion and contradiction in the sheer number of legislative frameworks where records management is concerned. Further, it was an excellent exploration of the crisis, and

later, of potential solutions to the issue at hand. Particularly insightful was the connection between the legislative arena of South Africa and the “on the ground” reality of records management in the country’s health sector. This could possibly lead to more study/work being done into the realm of archival and records legislation and the processes of the creation of said legislation, and connecting those processes, among others, to records management in South Africa in general. The seeds for such work have clearly been laid in this work.

15. Katuu, Shadrack, “Assessing the functionality of the enterprise content management maturity model”, *Records Management Journal*, Vol. 26 Iss 2, (2016): 218 – 238

Annotation: This article concerns the maturity model where it concerns/intersects with ECM (Enterprise Content Management). It opens with an introduction to the article subject matter, and then follows with an introduction to the maturity models, and then further introduces a number of other integral issues (such as ECM).

What follows is a section on research design and research questions, where these are fully described. Also described in this lengthy section are the research analysis and the entire process of data analysis. What follows this section is discussion of the findings. Amongst the concluding remarks is the author stating that an assessment described in this article “demonstrated that ECM3 has both strengths such as the ability to assess 13 ECM3 maturity dimensions at five different maturity levels as well as weaknesses such as missing criteria for assessing organisational culture and change management. Comparing ECM3 with Records Management Capacity Assessment System (RMCAS) offered specific lessons including the possible benefits of using international standards but the vulnerability of depending on standards that undergo periodic change.”

One of the last concluding remark is that “as the discussions have illustrated, no one maturity model could ever be considered a silver bullet since it could never single-handedly address all the possible assessment challenges in a given subject or domain”.

16. Katuu, Shadrack. "Enterprise content management (ECM) implementation in South Africa". *Records Management Journal*, Vol. 22 Iss: 1, (2012): 37 – 56

Annotation: This article primarily concerns how enterprise content management (ECM) has been implemented in South Africa. The article gives a thorough a lengthy and detailed introduction to ECM, focusing on the use of ECM in South Africa, which includes the literature review. Following this is a large section on the study’s survey, including the research methodology, along with survey results and data analysis.

In conclusion, the article states that “South African institutions need to address not just the current challenges of managing digital content using ECM applications but also continuing challenges of long-term preservation in an environment where the national archival institution does not have the infrastructure necessary to ingest any electronic records for permanent preservation (Ngoepe and Keakopa, 2011).”

17. Katuu, Shadrack. “Transforming South Africa’s health sector: The eHealth Strategy, the implementation of electronic document and records management systems (EDRMS) and the utility of maturity models”. *Journal of Science and Technology Policy Management* 7, No. 3 (2016): 330-345

Annotation: This article was insightful and well-detailed, exploring the status of South Africa's health information systems, the problems therein, and possible solutions.

The positives of this article were that it laid out the crisis facing South African records management in the health sector in great detail, touched on the crisis of the disparity between public/private sector in the health sector, and laid out in detail the strategies the SA government has adopted to tackle the problem.

However, there was room for improvement. Probably, some exploration of the roots - material and ideological - of the disparity between the public sector and private sector in South Africa's health care would have benefited the paper. Some citation of neo-Marxist theory or scholarship in connection with this could have helped in tying the roots of this disparity back to the crisis as it materially exists today and in how it can be tackled.

18. Keakopa, Masegonyana Segomotso. "Automated records management systems in the ESARBICA region". *ESARBICA Journal* 21 (2002): 41-48.

Annotation: This article concerns automated records management systems in the ESARBICA region, such as the computerization of records management throughout the region. It contains a full and thorough exploration of the issue at hand, exploring and describing it from a number of angles and facets.

Among the facets explored are current developments in the ESARBICA region (the challenges and breakthroughs, and what necessarily needs to occur for progress to be made), experiences in developed countries (such as the United States), and an exploration of the ethical issues involved (such as "right of access to information, individual privacy and intellectual property rights, standardization, and relevant training"). The article closes with a detailed and thorough section on what the way forward is and can be concerning the automation of records management in the ESARBICA region.

19. Keakopa, Segomotso M., and T. Kalusopa. "Professional staff turnover at the Botswana National Archives and Records Services (BNARS)". *Zambia Library Association Journal* 24, no. 1&2 (2009): 53-65.

Annotation: This article aims to document "findings of research work undertaken to assess the impact of professional staff turnover at Botswana National Archives and Records Services (BNARS) with a view to recommending appropriate measures of staff retention." It opens with an introduction to the subject matter, and provides the research methodology used which consisted of various components such as interviews, document research and observations.

The literature review is described with the substantial focus of the article being an exploration of the various facets and aspects of staff turnover at the Botswana National Archives and Record Services.

The findings are then laid out, and following that are the recommendations that there is a "need for professional support and flexibility in the adaptation of change and undo rigid communication structure by encouraging a rapport system for newly recruited employees and "decentralization of records management functions to government agencies.

20. Keakopa, Segomotso Masegonyana, and Dithapelo Lefoko Keorapetse, "Records

Management as a Means to Fight Corruption and Enhancing Accountability in Botswana". *ESARBICA Journal: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives*, Vol. 31, (2012): 24-35.

Annotation: This article focuses on an examination of Botswana's anti-corruption strategy, flaws in it, and how proper records management is key to preventing and impeding corruption and ensuring adequate levels of accountability. It explores corruption in Africa and then corruption in Botswana specifically, including "records management as a means of combatting corruption". This is followed by a section on "the nature and state of records management in Botswana" and the conclusion. The article concludes with some recommendations, primarily that "records management is recognized as an imperative in the fight against corruption. There is a need to revamp national records management systems and build capacity in the area. It is vital to review existing legislation relating to corruption with a view to improve the nation's anticorruption strategy."

21. Keakopa, Segomotso Masegonyana. "Implementation of a records management strategy at the Botswana Unified Revenue Service". *Journal of the South African Society of Archivists* 46 (2013): 37–46.

Annotation: This article concerns the implementation of a records management strategy at the Botswana Unified Revenue Service (BURS). Its structure includes accounts that led to the development of the records management strategy and the need for its implementation. The article provides background to the matter of setting up a records management strategy in the context of Botswana, and the description of the research methodology. The author notes that this article is significant in that it "forms a contribution to literature and knowledge on practical cases that have been successfully implemented following best practice in records management."

What follows in the article is some background information which laying out the context for the article, exploration into and elaboration of progress in the implementation of various aspects of the project action plan.

These includes project governance structure, approval of policies and procedures, raising awareness on the importance of records, appraisal and disposal of semi-current records, new classification system, mail management, staffing levels and training, appropriate storage for current and semi-current records, management of electronic records, development of a disaster management plan.

Following this are challenges experienced during the implementation, in addition to possible lessons for the ESARBICA region. The article concludes with the authors' stressing that "a records management function in any organisation should be placed strategically if records have to play a meaningful role in organizational strategic directions and overall national development."

22. Keakopa, Segomotso Masegonyana. "A Critical Review of the Literature on Electronic Records Management in the ESARBICA Region". *ESARBICA Journal* 28 (2009): 78–104.

Annotation: This article "provides a critical review of existing articles addressing the management of electronic records in the ESARBICA region" and "argues that while the literature in developed countries has come up with practical solutions to the management electronic records, this has remained theoretical in most developing countries."

The article begins with an introduction to the article's subject matter, followed by a detailed "Overview of the general literature on the challenges of managing electronic records". This includes a sub-section on "technological obsolescence and long-term preservation," and "concerns of records authenticity and reliability".

Subsequent sections include an "Overview of research activities in developing countries", "developments in eastern and southern Africa", "Concerns and challenges of computerisation in recordkeeping", "General strategies for management of electronic records", "Surveys of computerisation efforts at national and regional levels", and, "Summary of the literature and way forward" which focuses on the way forward, primarily.

The article recommends a need to launch an ESARBICA website for continuing networking and cooperation among members. This is because efforts in developed countries have shown that cooperative relationships are important in accelerating the capacity to develop programmes for the management of electronic records.

At the SADC level, the authors recommend an establishment of a task force to develop specifications for the management of electronic records. At national level, task forces of professionals including academics, ICT industry and the archives and records professionals should be formed to chart out technical, procedural and policy issues regarding the management of electronic records, including email management.

More analytical review of archives and electronic records management practices in ESARBICA as the basis for creating models for the application of ICTs in archives administration and records management, are also recommended.

23. Keakopa, Segomotso Masegonyana. "Overview of archival and records management developments in the ESARBICA region". *Archives and Manuscripts* 38, no. 1 (2010): 51–77.

Annotation: The article opens with an introduction to the International Council on Archives (ICA), the ESARBICA branch of it, and a basic history of the said branch. It also touches on various upheavals that have occurred in the ESARBICA branch.

The article attempts to trace the challenges and progress made so far in archival and records management developments in the region with a view to proposing ways in which the challenges could be addressed if archival institutions in the region are to remain relevant in the information age.

In its methodology, the authors state that the methodology is based on "extensive desk-top research of studies in archives and records management in the ESARBICA region, as well as the conclusions being informed by "informal discussions with professionals".

In the section on the purpose and significance of the paper, it is stated that the aim is to use examples of countries in the region to properly examine "archival and records management developments in ESARBICA." In addition, the desire is to "[review] the status of archival institutions and their role in the management of public sector records".

The article then describes several challenges that ESARBICA has focused on since its formation in 1969. Among these are the collection and preservation of oral traditions, outdated archival legislation, limited budgetary provisions and more.

The article then delves into the topic of oral histories regarding African archives. The author notes that oral history has a unique and central role in African society and culture, given that in the past, histories were - rather than being written down - passed down orally from generation to generation. The author elaborates on the progress made throughout ESARBICA to modify and adapt archival services to be able to properly integrate oral histories into archival collections.

A number of other areas of concern for archives within the ESARBICA system are given; such as the repatriation of migrated records (records that were in the past taken out of their native countries), backlogs of unprocessed records in registries, human resource development and training, severely outdated archival legislation and the management of electronic records, among others.”

The article concludes that while there are a number of problematic concerns, the ESARBICA region is “soldiering on” and that decent progress is being made on multiple fronts. Recommendations include that national archives must play a more proactive role to ensure that proper guidance is given through national records management policies and other relevant procedures.

Oral traditions programmes must be “(established) and “strengthened” because “the importance of oral traditions can no longer be taken for granted”. Archival legislation must be updated appropriately to enable archival services to “address new developments” in various areas, particularly “in the management of electronic records.”

Collaboration and partnerships must be established between archival services and stakeholders, as well as between archival services and records management services. Regional frameworks of cooperation must be established in the interest of pursuing “regional solutions to common problems”.

There is also a need for “practical research approaches” to tackle major issues for which there are no clear solutions, but for which serious research may yield answers to. The article closes by noting several points on possible avenues of assistance for ESARBICA, specifying agencies like the ICA, UNESCO and other organisations and various paths for how these agencies can partner with and assist ESARBICA.

24. Kemoni, H., Patrick Ngulube, and Christine Stilwell. "Public records and archives as tools for good governance: reflections within the recordkeeping scholarly and practitioner communities". *ESARBICA Journal* 26, no. 2 (2007): 3–23.

Annotation: This article argues that archivists and records managers should collaborate to further the use and exploitation of records and archives as “tools for governance, enhancement of public service delivery, and achievement of the United Nations Millennium Development Goals.”

The article begins with the introduction and the overview of the matter at hand. It continues in a discussion of records as a tool of and for enhancing transparency and accountability, explaining and elaborating in detail on the potential and practical value of records as tools of accountability and transparency. It explores archives as tools for facilitating human rights, and governance, in a variety of ways. In this section, this potential is explored and analyzed in detail. The article continues with an exploration

for why and how archivists and records managers should collaborate with each other in their work. It then summarizes the main, before conclusion.

25. Masuku, Mehluli, and Notice Pasipamire. "Going against the grain: questioning the role of archivists and librarians in the documentation and preservation of indigenous knowledge". *ESARBICA Journal* 33 (2014): 117–130.

Annotation: This article concerns the preservation of indigenous knowledge (IK) mainly that this knowledge should "be left to self-preserve" as it has always been. It begins with an introduction to the subject matter, and then proceeds with a definition of indigenous knowledge and other aspects such as its generation and acquisition.

Following this is a detailed literature review, proceeding with an exploration of why librarians and archivists should not "document and preserve IK". Among the reasons given in this regard is that "the oral and constantly changing nature of IK implies that this knowledge can take care of itself in the form of a system", as well as that "IK is preserved through practice".

In other words, IK taken away from its people, community or practitioners is no longer IK. Thus, it becomes an ethnographical issue that is preserved through practice. Therefore, any effort by librarians and archivists in trying to document and preserve IK is sheer waste of time and resources. After the lengthy section on why IK should not be preserved by archivists/librarians, the article concludes with an explanation on the concept that "librarians and archivists should concentrate on their core duties and stop purporting to be the documentarists and preservers of IK". This sentence is explained and expounded upon in detail and with much justification, thereby closing the article.

26. Matangira, Violet. "Tracing colonial and postcolonial recordkeeping in Zimbabwe". *ESARBICA Journal* 33 (2014): 1–17.

Annotation: This article concerns the tracing of the "archival development in Zimbabwe from the colonial to the postcolonial periods". It delves into a background exploration of archival work in Zimbabwe, after introducing the topic.

What follows is a history of archival practice and work in Zimbabwe, and an overview of recordkeeping during the colonial and postcolonial periods. It then discusses the article's points, before concluding with a statement that "emerging from a solid records and archival foundation of the colonial period, archival services expanded significantly in the postcolonial era especially in the first two decades after independence.

"Some areas from the colonial period such as the weak archival legislation were only improved in the postcolonial period," and further, "an empirical and pragmatic study is required to make first-hand assessment of what is currently happening regarding the management of records and archives in present Zimbabwe".

27. Mazikana, P. "A missed opportunity: Archival institutions and public-sector reforms". *ESARBICA Journal* 28 (2009): 36–51.

Annotation: This article argues that most archival institutions in the region examined in the article have "sidelined themselves in the reform process and to some extent have become irrelevant in the ongoing reforms".

Following an introduction, the article explores and elaborates on “public sector reforms in eastern and southern Africa”. The article’s authors then move into an examination and exploration of opportunities that have been missed “in linking records management to the public service reforms”. This section is detailed, thorough, and well fleshed-out.

Next is an explanation and exploration of why these institutions have failed to take advantage of the opportunities offered regarding involvement in reform efforts. This includes factors such as “failure to mainstream records management into the reforms,” “failure to monitor key developmental stages of the reform process” and more.

The article concludes with the points that in order for records management in the region to remain relevant to the reform process, “the archival institutions have to re-configure themselves both in terms of their structures, systems and procedures as well as in their human resources”. A further point is made that “(t) here is also a need to change the culture of archival institutions so that they can embrace new concepts and new ways of doing things”.

28. McDonald, John, and Valerie Leveille. "Whither the retention schedule in the era of big data and open data?" *Records Management Journal* 24 No. 2 (2014): 99–121

Annotation: This paper was deeply insightful and intriguing. The concept model of a hypothetical organization, used to conceptually map out the intricacies of the proposed models at work, was bold and innovative. The various subjects (open data, big data, retention and disposition) were thoroughly and insightfully explored in an accessible, well-detailed and well-written manner. One thing this paper did well was its explanation and exploration of the Big Data concept, which was easily connectable to other instances and frameworks where it would be applicable; such as the case of data gathered by government agencies in situations of mass surveillance, and the connected question of how to sift through and utilize this data for whatever purposes the government may have for it. In this way, it was extremely accessible and an excellent introduction to big data, open data, retention and disposition, and how all of these interplay in a (hypothetical) government ministry in the modern digital era.

29. Moloi, Julie. “E-Records Readiness in the Public Sector in Botswana”. *ESARBICA Journal* 28 (2009): 105-127.

Annotation: The aim of this article/study is to “evaluate the status of e-records readiness in the public sector in Botswana”. Following the introduction, are sections on e-government in Botswana, on e-government in Botswana’s public sector, the concept of e-readiness and its relevance to the article’s subject matter, and a lengthy section (with a sub-section) on e-records readiness in the country.

The study’s findings are laid out and discussed. The article explores, in great detail, the matter of e-records in Botswana and the various aspects and factors involving this, particularly regarding Botswana’s readiness for e-records and where it does and/or does not meet expectations in this regard.

The article concludes with this striking statement: “The current status regarding the management of e-records in Botswana suggests that the level of e-records readiness in Botswana is almost non-existent. In order to address the current situation regarding the management of e-records, the government could consider enacting legislation on e-records including the use of e-signatures to formalize the acceptance of e-records

as official records and legalize their admissibility as evidence of business transactions even in the courts of law”.

30. Mosweu, Olefihle, Kelvin Joseph Bwalya, and Athulang Mutshewa. "A probe into the factors for adoption and usage of electronic document and records management systems in the Botswana context". *Information Development* (2016): 1–14.

Annotation: This article is a study that “investigated the factors that influence the adoption and usage of a Document Workflow Management System (DWMS) at the Ministry of Trade and Industry (MTI) in Botswana using a modified Unified Theory of Acceptance and Use of Technology (UTAUT) as a theoretical lens” for the purposes of investigating the adoption and use of records management systems in a public-sector context.

The context for the article is introduced includes the subject matter. It then follows with a literature review, and an exploration of the issue by way of an examining “factors affecting adoption and use of information systems”, which include effort expectancy and performance expectancy, among others.

It then follows with a statement of the problem of the study; leading into a description of the research methodology. The research methodology was “(a) questionnaire, with both open and closed-ended questions, modified from previous studies: employed to collect quantitative data”.

The results are then explored, which are followed by the conclusion. The conclusion states that “(t)he study found that ‘performance expectance’, ‘effort expectance’, ‘facilitating conditions’ and ‘social influences’ explain a significant portion of the factors influencing DWMS adoption at MTI. Therefore, the study proposes that the identified factors are critical in designing responsive and requisite interventions to promote universal adoption of DWMS at MTI”.

The article concludes that having discovered the key factors that influence adoption and usage of DWMS, specific efforts can guide interventions to promote universal usage of technologies in the public sector and the understanding of the key factors that influence DWMS adoption and usage at MTI is critical because it informs what interventions need to be put in place for technology adoption and usage to succeed.

31. Mukono, Dunwell, Rodreck David, and Adock Dube. "Marketing Commercial Records Centres in Zimbabwe: The Success Story Of Archive-It Services®". *Global Journal of Commerce and Management perspective* 2, no. 3 (2013): 106–120.

Annotation: This article concerns a study of commercial records centres and their success in Zimbabwe during the economic meltdown period. The article begins with a background exploration of the study, and follows with a statement of the problem that sought to engage with the question of “how Archive-It Services, as one of the pioneers of commercial records management services in Zimbabwe, has managed to break the ground and convince the corporate world to consider it as an alternative records storage facility or rather a facility of choice”, given that commercial records centres are, as the authors state, “a relatively new phenomenon in Zimbabwe”.

The purpose and significance of the study are laid out in their own sections, with the significance being that: “The only way that any organization, whether profit oriented or

non-profit making, can achieve its goals and objectives is by first making its existence and its products and services known to its various stakeholders, that is through marketing. The study therefore is beneficial to information professionals as it highlighted some of the strategies that are proving useful in the marketing of information services". Following this is the assumptions of the study, its scope and review of the existing scholarship. The research methodology use for the study was qualitative. The results are then laid out, followed by the conclusions and recommendations.

32. [Murambiwa, Ivan, and Patrick Ngulube. "Measuring Access to Public Archives and Developing an Access Index: Experiences of the National Archives of Zimbabwe". *ESARBICA Journal* 30 \(2011\): 83–101.](#)

Annotation: This article primarily "looks at current efforts to develop an access index for the National Archives of Zimbabwe". The article opens with an introduction, followed by a section on the necessity of the development of an index for measuring access. It then fully explores the issue of archival access in the article's context, examining the "International Council of Archive (ICA) access principles", "trends influencing access to archives", and also the usage of Web 2.0 by archives and the decentralisation of archives.

Many more aspects relating to archival access are explored, rendering this article an excellent introduction to and exploration of the issue of archival access in the African context. The article then concludes that appropriate framework can help archivists to collect meaningful, helpful and usable data to assess and monitor progress achieved, establish a baseline against which to measure the effects of the access programme's change on service performance, and demonstrate the contribution of archives to the advancement of society.

33. [Mutsagondo, Samson, Forget Chaterera. "Mirroring the National Archives of Zimbabwe Act in the context of electronic records: lessons for ESARBICA member states". *Information Development* \(2014\): 1–6.](#)

Annotation: This article primarily highlights the inadequacies of the National Archives of Zimbabwe (NAZ) Act (1986) as well as the challenges facing records management practitioners as far as the management of electronic records is concerned. The article opens with an introduction to the article's subject matter, and then continues with the "statement of the problem", the aim of the paper and the "objectives of the study", and the qualitative research methodology which used a survey research design.

Following a brief on the biodata of the respondents, the presentation and interpretation of the results follows. After this lengthy and detailed section comes the recommendations which include the adoption in Zimbabwe of the explicit reference model as opposed to the implicit coverage model. The article concludes with the core statement that Zimbabwe needs to revise its archival legislation in order to fully address the management of electronic records.

34. [Mwangi, Peninah W., Justus M. Wamukoya. "Digital Preservation of Agricultural Information at Kenya Agricultural Research Institute \(KARI\)". *ESARBICA Journal* \(2009\): 105–127.](#)

Annotation: This article primarily examines current practices underpinning digital preservation of agricultural information and records at KARI, the KAINet Pilot Project, and challenges in preserving digital agricultural information and records at the Institute.

Following the introduction is a detailed lay out of background information on the KARI and related issues. It then explores in detail aspects relating to digital preservation, and related aspects. A series of recommendations are laid out that include: the development of means to coordinate digital preservation activities at the Institute; the implementation of digital preservation strategies; the need for additional resources; the establishment of standards to govern digital records preservation; the development and implementation of digital records preservation policy; methods for error detection and correction during creation and reformatting processes.

On legal issues, the article recommends the development of means to coordinate digital preservation activities within the institution and digital records preservation programmes, security of digital records.

35. Nasieku, Agnes Peninah, Henry Kemoni, Japhet Otike. "Management of E-Records at Moi University Eldoret, Kenya". *ESARBICA Journal* 30 (2011): 177–210.

Annotation: This article primarily discusses the findings of a study that was carried out to investigate the management of electronic records (e-records) at Moi University".

The main aim of the study was to investigate the management of e-records at the university within the context of the records continuum principle with a view to recommending a policy framework/model that can be used to manage e-records-.

The significance of the study and the theoretical considerations are then described. Then begins a section connecting the record continuum model to the study, elaborating upon its relevance to the study. This section is quite thorough and detailed. Following this is the section detailing the study's research methodology which was both qualitative and quantitative research. A nonprobability sampling method was used where the sample for the study was obtained by use of purposive sampling method. Data was collected through face-to-face interviews with the respondents and an interview schedule used to guide the interviews. This was supplemented by observation. The findings of the study are then laid out in a lengthy section with various sub-sections, including "strategies used for managing e-records", "ICT infrastructure and resources available to cater for the management of e-records" and more. The article then presents the conclusion and recommendations.

36. Nengomasha, Cathrine T. "The past, present and future of records and archives management in sub-Saharan Africa." *Journal of the South African Society of Archivists* 46 (2013): 2-11.

Annotation: This article mentions specific challenges facing records and archives management in sub-Saharan Africa, including poor records storage, lack of records management policies, and more. It argues that these seem to have persisted and have transcended time and space, from the past into the present and affect many of the sub-Saharan Africa countries, albeit in varying degrees.

If not put in check these issues will be carried over into the future". It begins with an introduction, followed by an exploration and examination of the discussion of records management problems as discussed in the literature (examining the state of affairs in a number of African countries), and a section on records and archives management training. Finally, the future is looked at and examined in a section devoted specifically to that, with a number of strategies being proposed, which include outreach activities and ensuring that training institutions "strengthen experiential learning". The article

concludes with the point that the profession needs to do a self-evaluation and come up with practical measures to break this 'curse' of persistent poor records keeping. This should be the focus for the profession for the immediate future".

37. Wamukoya, Justus, and James Lowry. "A regulatory framework for the management of records: assessments in Kenya, Uganda and Tanzania". *ESARBICA Journal* 32 (2013): 68–75.

Annotation: This article is an analysis of the Kenyan, Ugandan and Tanzanian findings of an International Records Management Trust research project through the lens of the "Regulatory Framework for the Management of Records", a high level statement of the elements that need to be in place at the national level if governments are to manage records adequately in the hybrid paper/digital environment and in support of freedom of information (FOI) regimes.

Following an introduction to the matter and the regulatory framework, the article explores and elaborates on the research findings from the assessments done in Uganda, Kenya and Tanzania through the regulatory framework.

The findings suggest that government records, and ICT/ e-government and FOI initiatives, are at considerable risk in Kenya, Uganda and Tanzania. It also notes that the regulatory framework proposed in the article is useful in a number of ways – primarily that this can be used as a measure of national performance in the area of records management, as was used in Kenya, Uganda and Tanzania. The framework can also be used to inform strategies for development, by highlighting components that could be strengthened.

38. 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". *ARCHIVES AND MANUSCRIPTS, VOL. 44, NO. 1* (2016): 24–41

Annotation: This article provides a qualitative content analysis of archival legislation to assess the extent to which provision is made for the management and preservation of records created in networked environments in selected countries in the SADC region; Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland, Tanzania Zambia, and Zimbabwe. This article examines and explores, in great detail, the legislative framework for the selected record categories (records created in networked environments) in the selected countries for the purposes of the article.

Each country is given its own section and a full elaboration of the legislative framework that exists within that country for its category of records. The article concludes that "As observed by Parer, legislation for the future must also reflect the impact emergent issues have on the business of the archives. Such emergent issues that need to be taken into account include but are not limited to cloud computing, convergent technologies, e-business, e-transactions and the Internet".

39. Ngoepe, Mpho, and Segomotso Masegonyana Keakopa. "An Assessment of the State of National Archival and Records Systems in the ESARBICA Region". *Records Management Journal* 21, no. 2 (2011): 145–160.

Annotation: This article focuses primarily on the state of archival management systems in the ESARBICA region as examined by comparing the practices and state of affairs (regarding archival management systems) in Botswana and South Africa.

The study involved a literature survey, questionnaire surveys, and telephonic interviews. According to the study, the archival management systems in the region are under a great deal of strain due to several factors, which include lack of recognition of their significance by either the government or the public.

Findings indicated a few issues primarily problematic in South Africa and Botswana, stemming from how the archival services are structured in the bureaucratic governmental hierarchy, and also that they lack the resources and capability to properly digest electronic records.

The authors therefore recommend that to acquire more recognition and support in pursuit of their goals, both national archival services should be independent and report to Parliament directly. The South African provincial archives should be moved to the premier's Offices to ensure the stability of the heritage of governance as well as accountability. In order to attract and retain skilled staff, there should be policies as well as "remuneration and recognition benefits that are market-related, as well as opportunities for career growth.

40. Ngoepe, Mpho, Jan Maluleka, and Omwoyo Bosire Onyancha. "Research collaboration in the archives and records management field across and beyond universities in Africa: an informetric analysis". *Mousaion* 32, no. 3 (2014): 119–135.

Annotation: This article examines the nature, trend and type of (archives and records management) research collaboration in Africa. It identifies individuals, institutions and countries that collaborate to recommend ways of improving such activities.

This article first introduces the subject matter, which is followed by the problem statement that it is necessary to examine the nature, trend and type of collaboration in Archives and Records Management research in Africa by identifying individuals, institutions and countries collaborating in the research due to "the perilous state of archives and records management in African countries".

This is followed by the research objectives, literature review, and the scope and research methodology. The research methodology used is an "informetrics approach in order to quantitatively examine the nature, trend and type of collaboration in ARM research in Africa by identifying individuals, institutions, and countries collaborating in ARM research in the region". Following this is the study results and discussion, followed by the conclusion and the recommendations.

The study recommends that "more collaborative projects between novice and established researchers in the view of nurturing and mentoring novice researchers to become self-sustainable in producing scholarly literature", and further, that "ARM practitioners and scholars should find ways of getting into discussions with other fields and expressing what is offered by the field".

41. Ngulube, Patrick and Vivan Fuh Tafor. "The Management of Public Records and Archives in the Member Countries of ESARBICA". *Journal of the Society of Archivists* 27, no. 1 (2006): 57–83.

Annotation: This article was an exciting piece of work that delved into the state of archives and records management in the ESARBICA region, including the various flaws, faults and issues (both minor and crisis-level) that existed within that pattern of practice and the various frameworks therein. It was very thorough, detailed, and accessible.

It gave a perfect account of the state of archives and records management in sub-Saharan Africa in general. However, it could have benefited from connecting the flaws in ESARBICA archives and records management with broader causal influences - such as perhaps, the role corruption in government or difficulties in national economies play in degraded archives and records management capacity. Even if these broader influences and ones like them had little to no effect on the matter at hand, it was still worth a mention.

42. Ngulube, Patrick, Mehluli Masuku, Delight T. Sigauke. "The Role of Archives in Preserving Indigenous Knowledge Systems in Zimbabwe: Is (RE) Inventing Themselves the Answer?" *ESARBICA Journal* 30 (2011): 261–278.

Annotation: This article concerns the management of indigenous knowledge (IK) in archives. The article opens with an introduction to the article's subject matter. Following this is a great amount of detail in defining IK and aspects tying archives and IK together (such as the role of archivists in integrating IK into the archive), and more. There is also an exploration of the topic of oral curation, and how this connects to the topic of archives and IK. Also touched on is the possibility of "indigenous knowledge centres" being established "as a strategy to preserve indigenous knowledge", as a component of the broader archival system so as to meet the contextual necessities that IK specifically demands in any hypothetical or actual curation of it.

Other aspects, such as copyright and intellectual property, are also touched on. The article concludes with a way forward for IK and archives. "Where IK centres are to be established it is vital to develop a fully participatory and consultative process to identify and prioritise the material to be captured. In addition, where technology is used to preserve valuable artefacts or record the oral information from an IK source, care must be taken to ensure that the intellectual and cultural rights of indigenous peoples as owners of their cultural heritage are acknowledged and respected".

43. Ngulube, Patrick, Patience Sibanda, Norah LS Makoni. "Mapping Access and Use of Archival Materials Held at the Bulawayo Archives in Zimbabwe". *ESARBICA Journal* 32 (2013): 135–149.

Annotation: This article had the purpose "to map access and use of archival materials at the Bulawayo Archives (BA) in Zimbabwe". The article begins with an introduction, followed by the problem statement.

Following this is the "contextual profile of Bulawayo Archives", in order to establish the context for the article. What follows this is the conceptual framework, which is an incredibly detailed section, and then the qualitative research methodology. The findings and the discussion on those findings are then laid out, which include various subsections, after which are the conclusion and recommendations.

44. Ngulube, Patrick. "A lost opportunity to foster E-Democracy and service delivery: E-Government in Sub Saharan Africa". *ESARBICA Journal* 29 (2010): 184–209.

Annotation: This article concerns the vast potential offered by e-government in Sub-Saharan Africa, yet a few challenges obstruct its success, making it incredibly possible that Sub-Saharan Africa may "lose the opportunities offered by ICTs to improve government service delivery and foster democracy and accountability".

The article begins with background and introduction to the article's subject matter. Following this is a section dedicated to defining e-government in the context of the

article, and several other sections that pertain to e-government in various ways - including the appeal of e-government, the challenges of e-government, the major drivers of e-government, and more. Following this is a section on “access to information and telecommunications technologies in Africa,” describing the regarding that aspect where it intersects with e-government and ICTs. After that is a section on information literacy and how that intersects with ICT. A number of other detailed and in-depth sections follow, such as the value of e-government and raising awareness about that, information management and how this intersects with e-government in Sub-Saharan Africa, and “continued access to e-government”.

It ends with conclusion and recommendations that “e-government has the possibility of making government processes efficient, transparent and accountable. However, the region has to overcome a number of obstacles before it can have fully fledged e-government programmes.

The barriers include low tele-density, exceptionally high bandwidth costs, high illiteracy levels, weak records and information management systems, lack of e-government vision and strategy, weak e-government awareness, limited access to the Internet and low connectivity, lack of government agencies to coordinate the implementation of e-government programmes, limited personnel with ITC skills and inadequate government commitment to e-government projects.”

It is further “recommended that governments in the region should coordinate and utilize the existing information infrastructure to implement e-government programmes as a starting point” In addition, the education system It should be sensitive to the challenges ushered in by e-government and come up with strategies to equip students with skills required in e-government environments”.

45. Ngulube, Patrick. "Strategies for Managing Digital Records and Documents in the Public Sector in Sub Saharan Africa". 67th IFLA Council and General Conference August 16–25, 2001.

Annotation: This article concerns the necessity for implementing skills and strategies for ensuring the survival of digital documents in sub-Saharan Africa.

The article presents a background look at the issue in question, including the management of information in the region and how the advent of information technology has impacted this.

It then moves into challenges for the preservation of information at the present time and offers recommendations. The author states that countries in Sub-Saharan Africa “should take advantage of the growing trend towards international co-operation in technological research and development and forge strategic alliances with countries and organisations that have made advances in digital preservation”.

Further, “information professionals should play a visible role in helping their national governments to formulate policies that provide for procedures for the creation, use, disposition and preservation of electronic records. Equally, the creation of specialised training institutes as well as re-engineering national educational plans to include IT management skills should also be high on the agenda of information professionals in the region”.

46. Okello-Obura, Constant. “Positioning of Records and Archives Education in Uganda: An Analysis of the Trend”. *ESARBICA Journal* 28 (2009): 172–194.

Annotation: This article primarily “explores and makes the situation analysis of records and archives management education in Uganda.” The article begins with an introduction to the article’s subject matter and follows with the “administrative history of Uganda (1858-1978). Following this is a section on the “terrain of records and archives management demand in Uganda”, a detail s and on “records and archival institutions in Uganda”, and a section describing the state of affairs in the country concerning the regulatory and legislative framework for records and archives management.

This section is quite detailed, with several sub-sections. The article then explores the nature and variables of education for records management and archives, and the complexities therein. A section on the “challenges faced in providing records and archives education and training in Uganda”, follows with numerous sub-sections.

The conclusion, notes that “An overview of the administrative history of Uganda signifies the relevance of good records and archives management in the country.” In the section entitled ‘The Way Forward’, the author states the needs in this regard, which include distance education for records and archives management in Uganda; international partnerships for the purposes of education and training; and advocacy among policy makers on the necessity of good records management.

47. Ramokate, Kago, and Trevor Moatlhodi. "Battling the appraisal backlog: a challenging professional obligation for Botswana National Archives and Records Services". *ESARBICA Journal* 29 (2010): 67–86.

Annotation: This article focuses on an appraisal backlog experienced by the Botswana National Archives and Records Services (BNARS) and how that relates to a variety of issues, such as professional records management matters and more.

The introduction is given followed by an exploration of the background of the focus of the article. Following this is a section exploring records appraisal as it occurred at BNARS, which is explored in depth. Following this is an examination and description of the appraisal process - which involves the appraisal method and criteria. After this section concludes, there is a section on the major challenges in appraisal, which includes “the nature of appraisal”, “poor classification of records”, “lack of schedules of retention or disposition”, “lack of primary appraisal”, “unavailability of administrative history,” “shortage of staff,” “lack of skilled personnel,” and “exodus of professional staff”.

Following this is an exploration of “strategies and possible solutions adopted”. These involve “Monitoring and evaluation of Records Management Units”, “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 disposition schedules”, and a “Team approach to appraisal.”

The article concludes with how critically important records appraisal is to and for “effective management of public records”, and recommendations that “the BNARS explores the possibility of partnership with relevant stakeholders such as the University of Botswana Department of Library and Information Studies and other ESARBICA members to assist in addressing this (appraisal) backlog”. The final recommendation is that the Department “must also speed up the development of relevant instruments such as the records transfer manual, the classification scheme and retention schedule

for records common across government and the processing manual. These instruments will guide the inexperienced officers and ensure consistency in appraisal decisions”.

48. Salamntu, Lumka Thami P., and Lisa Seymour. "A review of enterprise content management (ECM): Growth and maturation of ECM from the year 2001 to 2011". In *Digital Information Processing and Communications (ICDIPC), 2015 Fifth International Conference on*, pp. 31–37. IEEE, 2015.

Annotation: This article primarily “provide(s) an in-depth review of the ECM literature mainly its implementation and the benefits associated with it”. The article opens with an introduction and then explores the background issues to the discussions, and then the findings are laid out and described, along with the review’s methodology. The article concludes with the statement that ECM is still “in its immature state ... and has a very small body of literature”

49. Sebina, Peter. “ISO Standards and Records Management: The Case of the Botswana Meat Commission”. *Afr. J. Lib. Arch. & Inf Sc.* Vol.11, No.1 (2001): 49–59.

Annotation: This article primarily “presents the results of the efforts of the BMC to set up effective ways of managing its records. It also explores the use of ISO (International Standards Organisation) 9000 standards in the management of BMC records”. The article opens with an introduction to the article’s subject matter, and then begins a thorough exploration of “records management initiatives at BMC”, including the laying out of its survey results. The way forward is then laid out followed by the conclusion.

50. Thanye, Koziba Goitse, Trywell Kalusopa, Kelvin Joseph Bwalya. “Assessment of the Appraisal Practices of Architectural Records at the Gaborone City Council in Botswana”. *ESARBICA Journal* 34 (2015): 45–64.

Annotation: The primary purpose of this article/study was “to investigate the appraisal practices of architectural records at Gaborone City Council (GCC) in Botswana.”

The article opens with an introduction to the article’s subject matter and the background to the “statement of the problem.” Following this is a section on the location and context of the study, which is the Gaborone City Council, describing the contextual factors of the study.

The research objectives follow this section, followed by sections on “the importance of records appraisal in organisations”, “appraisal practices of architectural records”, and “a synopsis status of the appraisal practices of architectural records in the world”. Following these sections is a section on the study’s research methodology, which is “largely guided by a qualitative research approach”.

The findings and discussion over said findings are explained. What follows this is a series of sections on a variety of aspects of the study, including “Appraisal Practices of architectural records at the GCC”, “Training needs, competencies and skills of records management personnel at the GCC”, “Resource needs for conducting an effective appraisal exercise at the GCC”, and the “Role of the BNARS in the appraisal of public sector architectural records at the GCC”.

The article then lays out a conclusion and recommendations. The recommendations include the following: “(T)he study recommends that the GCC plans for the

development of a record keeping system and policies and procedures that will facilitate the effective creation and capture of [paper] records”.

It also recommends that the GCC starts arranging and labelling the location of closed files and this information should be safely kept, adhere to the current file classification scheme by all the GCC departments. Staff sensitisation about basic records management procedures should also be undertaken.

It is also recommended that proper procedures and guidelines should be developed and be implemented to regulate the transfer of closed records, that that the schedules be developed and applied to architectural records that have accumulated over the years.

The GCC should review and adapt elements of the American taxonomy and macro appraisal approaches and supplemented with Shrock guidelines on the appraisal of architectural records. In addition, the GCC should recruit professionals to manage non-active architectural records and work with training institutions such as University of Botswana to introduce tailor-made specialised short courses on the care and management of these records, and the trade-off initiative and increase the existing manpower.

51. Tshotlo, Kebarate, and Nathan Mnjama. "Records management audit: the case of Gaborone City Council". *ESARBICA Journal* 29 (2010): 5–35.

Annotation: This article concerns the drive and attempt to “establish how records are created, used, maintained and disposed of at GCC” and also to “determine the usage of information communication technologies in the creation, maintenance, use and disposition of records, the existence or non-existence of records management policies and procedures, as well as records security measures at GCC”.

The article begins with an introduction to the article’s subject matter and follows with an exploration of and introduction to the Gaborone City Council.

It then follows with a statement of the problem, and then the objectives of the study and research questions. What proceeds is a literature reviewing and exploring all the relevant literature, and then the study’s methodology. The methodology outlined is “a combination of open ended and closed ended type of questionnaires. Following this are the study findings and the related discussion. The study concludes that “in the past GCC has not undertaken any records management audits” and that regular records management audits are necessary if the GCC is going to properly benefit from its records management programme. Further, “with the everchanging ICT technologies which are now driving information management initiatives, there is a need for GCC to benchmark its records management programme with other well-established records management programmes for local councils in the region or in the West”.

52. Wato, Richard. “E-Records Readiness in the ESARBICA Region: Challenges and the Way Forward.” *ESARBICA Journal* 25 (2006): 69–83.

Annotation: This article primarily focuses on and examines e-readiness of “each of the ESARBICA national archives” and seeking after the establishment of “the reasons that may have contributed to the current state of affairs”. The article explores the background of the issue, and then an entire host of relevant factors to the article’s subject matter - ICT issues, e-governance, record authenticity, resources and training for records management personnel, and more. Ultimately, the article explores fully the

various aspects, factors and dimensions of e-readiness and e-records, in a very detailed and thorough fashion. The article concludes with the statement that ESARBICA is not e-ready yet, but that a possible way forward is to “come up with some minimum standards for e-records that each of the countries would be expected to implement on a pilot basis”.