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1. Barata, K, Piers C and Serumaga, M: "From accounting to accountability: managing accounting records as a strategic resource (Zimbabwe: a case study)" (London: International Records Management Trust, 2001) .

Annotation: This report covers a field study undertaken by Kimberly Barata, Piers Cain, and Mary Serumaga in Zimbabwe in 1999. The overall purpose of the study was to improve and strengthen accountability and control within Zimbabwean government's financial systems and management. Findings confirmed that current recordkeeping practices are too irregular and unsystematic, rendering the government's fiscal accountability vulnerable. Based on the findings, a reference model was produced to develop and integrate a records' management programme into the government's accounting systems. This major issue points to a gap in the financial management infrastructure, leading to untimely and ineffective retrieval of important information. The current *Financial Instructions and Accounting Manual* "offers only limited guidance. However, the fact that the procedures set out in the manual are consistently followed in most ministries, indicates the strength of the existing system" (Barata et al., 3). Further integration and updates of both systems and procedures are necessary.

Provided are also proposals to improve training to those handling and creating records, audits to ensure compliance and communication between the National Archives, and tracking systems, in order to improve record and government accountability. Proposals also endorse the Public Financial Management System (PFMS), intended as a computerised and integrated system that gives access to financial information, further enabling control, supervision and management of public funds.

2. Bhebhe, S., Masuku, M. and Ngulube, P., "Infrastructural challenges on archives and recordkeeping at the National Archives of Zimbabwe", *Journal of the South African Society of Archivists*, Vol. 46 (2014): pp. 47---62.

Annotation: This study gives an overview of the problems characterised by poor physical infrastructure in the provinces of Zimbabwe, as well as conducts a study involving questionnaires, document analysis, and literature analyses. Building infrastructure is "the first line of defence against a severe climate and various disasters" (Bhebhe et al., 47) in Zimbabwe. Most archives were held in repositories not specifically built for archival holdings. The National Archives of Zimbabwe (NAZ), now the head office, was established in 1935. In 1986, a declaration was made to operate NAZ with five external record centres within 10 provinces to further the reach and scope of services. The issue now is that four of the records centres in Masvingo, Gweru, Chinhoyi, and Mutare – are still using rented facilities that were not intended to be used as archives. For example, the Gweru Record Centre used to be a prison and the Chinhoyi Record Centre used to be a hospital. Some of the issues that arise are structural defects such as roof leaks, cracked walls and floors, improper drainage systems, heating and lighting, security, lack of adequate equipment and environmental regulation, and inabilities to expand storage facilities. It was also noted that the physical location of NAZ is close to the KG6 military barracks, having the potential to become "collateral damage during war" (Bhebhe et al., 56). Bhebhe et al. stress that "sound records and archives management can be achieved through infrastructure" (Bhebhe et al., 47), built specifically for archives. Recommendations include that NAZ should prioritise funds for building infrastructure, donations from other countries, and partnering with local government departments such as the Masvingo Municipality.

3. Bhebhe, S., "Contemporary diplomatics of the civil and deceased estate case files found at the National Archives of Zimbabwe", *Records Management Journal*, Vol. 25 No. 1 (2015): pp. 107---120.

Annotation: This study discusses loss of information and context based on outdated legislation and policies that are no longer relevant to electronic records. Bhebhe uses diplomatics as a framework for analysis to review how effectively (and ineffectively) legal records at the National Archives of Zimbabwe (NAZ) have maintained their originality, authenticity, reliability, and genuineness, and thus trustworthiness. Bhebhe raises the issue of improper care and maintenance of electronic records in comparison to the care taken for paper records, creating an incomplete overall context for the records at the NAZ. Suggestions for improvement include a revision of the National Archives Act, compliance monitoring and training in the concepts of diplomatics.

4. Cain, P., Thurston, A. (1997), "Personnel Records: A Strategic Resource for Public Sector Management – with Case Studies from Uganda, Ghana and Zimbabwe", *A Research Report Submitted to ODA ESCOR*, London, University College London, UK.

Annotation: This study discusses the elements needed for successfully and sustainably bridging the gap between paper-based systems and computerised systems. Cain and Thurston argue that human resource management is central to current development and policy making. This includes testing staff, administering competitive entrance examinations, conducting regular appraisals, promotion staff, reviewing pay structures and accurately recording personnel. The scope of the study is to analyse the issues of automation of personnel records in African public administration and compare the issues with paper-based personnel records. The study provides a list of solutions to potential problems such as implementing a computerised system, all of which advocate for governance, managing expectations and maintaining proactive policy development which will invariably lead to better maintained, efficient, and cost-effective systems.

5. Chaterera, F. and Mutsagondo, S., "Towards a complete documentary heritage of Zimbabwe. Whither oral history?" *Information Development* (2015): pp. 1--8.

Annotation: This study focused on the National Archives of Zimbabwe's (NAZ) Oral History Unit, and the challenges facing the programme's visibility and outreach as a source of history. History in Zimbabwe, like many other African post-colonial countries, "is replete with bias, prejudice, inaccuracies and misconceptions... a product of colonialists who had their own interests to serve" (p. 1). Chaterera and Mutsangondo identified lack of training and expertise by staff in conducting oral history interviews, motivation and perception of the programme, access to transport and equipment, and interviewee deaths from old age – are all major challenges to the success and further development of the NAZ's Oral History Unit. While recognition that oral history is an important and empowering source of history from a Zimbabwean perspective, these challenges still plague the programme. The study provides recommendations to further promote partnerships, motivation, and enrichment.

6. Chaterera, F. and Nyawo, V., "Decolonising the museum: the case of Zimbabwe Military Museum in Gweru" *International Research Journal of Arts and Social Sciences*, Vol. 2 No. 9 (2013): pp. 213--219.

Annotation: National museums in Africa, including the Zimbabwe Military Museum (ZMM) in Gweru, were established during the colonial era to serve imperial and colonial interests. This article advocates for "a national museum that claims both the past and the present to construct a decolonised future for the local indigenous people" (p. 213). Museum practices in Zimbabwe have maintained the structure of European concepts and standards that "disable the important and locally relevant function of a museum" (p. 214) and continue to marginalise indigenous identities and independence. Decolonisation for the museum

context encourages local voices and active participation in forming programmes and activities. Chaterera and Nyawo critique current displays at the ZMM, advocating for the museum's responsibility to represent local and indigenous communities.

7. Chaterera, F., Ngulube, P. and Rodrigues, A. (2014), "Records surveys in support of a framework for managing public records in Zimbabwe", *Information Development*, Vol. 30 No. 4, pp. 366---377.

Annotation: Record surveys are a critical function in supporting the management of public records. A record survey "is an exercise whereby information is gathered on how records are created, kept, used and disposed within a public office" (Chaterera et al., 367). A record survey effectively acts as a way to conduct analyses on the efficiency of the physical and intellectual systems that govern the way records are managed throughout their continuum (management in every stage of the life of a record). Record surveys also act as a way to monitor change, by which improvements can be made and justified. At the National Archive of Zimbabwe (NAZ) record surveys are conducted as per the National Archives of Zimbabwe Act (1986). However, obstacles have prevented adequate analysis of why record surveys at the NAZ have failed to reach their full potential. Problems include missing or misplaced documents leading to access problems, lack of guidance on electronic records, lack of registry procedures manuals, inconsistent guidance and follow up from the NAZ, inactivity from the Zimbabwe Records Committee, general high staff turnover, lack of training, and general consistency with compliance when NAZ recommendations are given. Chaterera et al. cited numerous models that may aid in conceptualising a good records management programme. The Generally Accepted Recordkeeping Principles (GARP) model "encourages records to be created, organised, secured, maintained and used... (and) should meet the principles of accountability, integrity, protection, compliance, availability, retention, disposition and transparency" (Chaterera et al., 368). Specific recommendations include a closer relationship of records centres with the guidance of the NAZ, compiling updated registry manuals, conducting frequent and consistent record surveys to improve and track records management activities more emphasis on records surveys to include electronic records, and address the need for ongoing education for archivists and records management assistants.

8. Chaterera, F., "Towards harnessing e---government adoption in Zimbabwe" *Mousaion*, Vol. 30 No. 2 (2012): pp. 92---107.

Annotation: Chaterera's study examines what factors and extent citizens adopt e-government services and why. E-government are services government provides to citizens over the Internet, telephone, and any other remote techniques. The acceptance of such services plays a critical role in determining the success and efficiency of such initiatives, thus making research in this area an important and effective endeavour. E-government services are aimed at improving government accountability, transparency, governance, and fiduciary trust amongst citizens and government. Chaterera utilised the Technology Acceptance (TAM) Model to determine user behaviour and the extent of acceptance of users, as well as the use of questionnaires, interviews, and literature reviews. Findings showed that although there was a high awareness among lecturers and students that such services exist, technical challenges still prevailed and respondents would rather consult government offices person for information. Among respondents associated with non-academic institutions, most were unaware that these services existed. Other issues besides general awareness of services include technological and infrastructural issues such as electricity shortage and Internet connectivity, general accessibility to hardware, limited access to websites, and a lack of basic information technology resources. Consequently, citizens' attitude towards e-government is that the services are generally

unreliable and untrustworthy. In part, paper-based systems are not yet stable and established enough to warrant the adoption of a new system. Chaterera provides recommendations including hosting awareness campaigns and training workshops, a refinement and upgrade of information technology systems, increasing dialogue and feedback, and an adoption of a more participatory approach that is open to ongoing improvements, reflection, and change.

9. Chaterera, F., "Records survey and the management of public records in Zimbabwe" *Master's Thesis*, (South Africa: University of South Africa, 2013).

Annotation: The article consists of Chaterera's master's thesis from the University of South Africa. The thesis resulted in subsequent articles such as *Records surveys in support of a framework for managing public records in Zimbabwe*, Chaterera et al., 2014. Records surveys are critical in assessing efficiency and measuring change and are a crucial way of achieving accountability, transparency, and good governance and recordkeeping practices for public records in Zimbabwe. Records surveys are the collection of data concerning recordkeeping practices. Good records management (assessed and measured with records surveys) can also pinpoint improvements for business operations, general expectations and adoption of practices, and encourage citizen confidence. The thesis investigates closely why records surveys are failing to reach their full potential in a realistic and practical way, while still acknowledging existing theories and principles. Chaterera asserts that there are larger systemic issues to take into consideration such as infrastructural problems, incomprehensive employee training and guidelines, misconceptions about the profession, lack of guidance from the National Archive of Zimbabwe (NAZ), as well as the general stress employees experience during record surveys and audits. The study concluded in recommendations to further a comprehensive records management strategy, which includes further support and guidance from the NAZ, document analysis, increased systematisation, development of disaster plans, the computerisation of operations, inclusion of e-government and electronic records in surveys, ongoing training and the need for personnel to continue to seek professional development, top management support, and the development of legislation and penalties for non-compliance.

10. Chaterera, F., "Beyond Regress: Museum Records Management in Zimbabwe", *Journal of the South African Society of Archivists*, Vol. 47 (2015): pp. 1--17.

Annotation: This article aims to highlight the lack of records management systems in place for heritage and information institutions such as museums. Due to the lack of a records management strategy and control over the records continuum, records created and maintained at these institutions are uncoordinated, duplicated, and at extreme risk of environmental factors. Chaterera provides recommendations, resources, and standards such as SPECTRUM, CHIN, ICCROM, and AFRICOM that may aid in strategising a records management plan. Questionnaires directed at employees from Zimbabwe's five national museums revealed that accession registers and monuments inspection reports play an important role as evidence that objects belong to the museums. Further, there is a lack of trained records managers hired at such institutions as well as a lack of awareness that records management is an important endeavour. Storage facilities are often not well-equipped or not used with preservation in mind when related to records. Sound records management is beneficial for museums in order to carry out current operational and administrative functions and to preserve institutional history.

11. Chikuni, P.R. and Mnjama, N., "Management of Medical Records at Gwanda Provincial Hospital, Zimbabwe", *Mousaion*, Vol. 28 No. 1 (2010): pp. 14--33.

Annotation: This study serves to determine the legal, financial, regulatory, applied, and infrastructural factors and contributions that lead to the current practices that occur in the Gwanda Provincial Hospital in Zimbabwe. The study hopes to highlight key considerations that undermine the overall care and protection of medical records. Medical records are important to protect and maintain in a trustworthy and ethical manner, as they carry private and confidential information. While (some) legislation exists relating to the protection and governance of general records in Zimbabwe, it is not well known or implemented among those responsible for the direct care, creation, and maintenance of medical records. Chikuni and Mnjama recommend a greater scope of guidance from the health information management committee, to include the management of all records generated at hospitals. Besides privacy concerns, other issues include the lack of organisation (including retention and disposition schedules) of records leading to loss, and the untimely and inaccurate retrieval of records due to minimal training and compliance of procedures based on reactive circumstances. Addressing these issues of control head-on would save time and money, as tests would not have to be repeated or delayed. Chikuni and Mnjama recommend to first establish a planned records management system that can integrate with computer technology that meet legal and regulatory needs, and to train staff in changes and improvements to procedures to instil confidence and proficiency in records management functions.

12. David, R., Ngulube, P. and Dube, A., "A Cost--Benefit Analysis of Document Management Strategies used at a Financial Institution in Zimbabwe. A Case Study: Original Research", *South African Journal of Information Management*, Vol. 15. No. 2. (2013): pp. 1---10.

Annotation: David et al. have conducted a study investigating the document and records management specifically in a commercial bank in Zimbabwe, using cost-benefit analysis (CBA). The right document management system will have positive results in general efficiency, business operations, financial welfare of citizens, and will be able to accommodate anticipated and real growth for the organisation and its systems. The two departments in the bank that were investigated appeared to have challenges coping and maintaining control over large volumes of paper and electronic records. Using CBA to analyse document management schemes can generate measurable results and aid justification to stakeholders and staff on the allocation of finances and resources on certain projects or procedures. The study concludes that the bank did not use coordinated or comprehensive document management strategies enough to improve efficiency and control. Furthermore, the concepts of both CBA and document management were not well-known by staff and those interacting with records. David et al. recommend that planning out a well-implemented and coordinated documentation strategy with accurate retention and disposition schedules of records will save long-term storage costs. David et al. also recommend that certain forms of transactions should result in electronic form (such as active transactions) and paper form should be used for semi-current transactions. Training of staff is imperative, as well as a fully qualified records manager to guide and interface with different departments.

13. Dewah, P. and Mutala, S. "The Nexus Between Legal Records and Human Rights in the Justice Delivery System: The Case of Bulawayo Magistrates' Courts, Zimbabwe". *Information Development* (2015): pp. 1---15.

Annotation: Dewah and Mutala's study investigates the relationship between record keeping and human rights in the Bulawayo Magistrates' Courts in Zimbabwe. Records provide evidence of past actions, are used in the court of law to attest to facts and acts and can be

used to uphold human and citizens' rights. The proper management of records is crucial in ensuring trustworthiness, security, organisational accountability and transparency, as well as ensuring the timely and accurate procurement of records to aid sound legal decisions. Extreme consequences for individuals can occur when records are not properly managed and may lead to the postponement of a case or trial or inadequately presenting evidence, denying human rights. The Zimbabwean constitution includes human rights interests: "the right to life, right to personal liberty; rights of arrested and detained persons; right to human dignity; right to personal security; freedom from torture or cruel, inhuman or degrading treatment; right to privacy; right to a fair hearing; rights of accused persons; rights of children and many more" (p. 3). In essence, the courts must be able to deliver justice as efficiently and expeditiously as possible. In addition to complete control, records must also have protection from environmental, physical and custodial threats to ensure trustworthiness and longevity. Some strategies that promote accountability and transparency include audits, internal controls, and a comprehensive records management programme. Findings show that the human right most affected by legal records is the right to a fair hearing. Other concerns include financial backing and stability, physical and intellectual security of records, and the lack of qualified records managers on-site.

14. Dube, A., Mukono, D. and David, R., "Marketing Commercial Records Centres in Zimbabwe: The Success Story of Archive-It Services®", *Global Journal of Commerce and Management Perspective*, Vol. 2 No. 3 (2013): pp. 106---120.

Annotation: Archive-It Services is a commercial records centre (CRC) that offers both onsite and offsite records solutions to corporate institutions (p. 106). CRCs are relatively new developments in Zimbabwe, and their study provides a potential insight into successful marketing to the benefit of records management. CRCs are institutions that assist clients in offsite records storage and retention systems by providing space, cost savings, reduced operational costs, climate-controlled equipment, authorised and secure destruction, vital records protection, online backup, electronic records systems, security, disaster management, efficient accessibility, file management, web-based interfaces, and improved productivity by using tools specifically meant for records management. CRCs 'success is due to their comprehensive scope – effective communication with customers and delivering specific needs. Archive-It Services has also managed to reach almost every geographic location in Zimbabwe, employed comprehensive marketing research and spanned many sectors.

15. Dube, T., "Short Communications: Archival Legislation and the Challenge of Managing Archives in Zimbabwe", *ESARBICA: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives*, Vol. 30 No. 1 (2011): pp. 279--290.

Annotation: The National Archives of Zimbabwe (NAZ) Act was approved in 1986 but is yet to be amended. While comprehensive in its scope for the time, it is hugely outdated and poses a threat to records management today. Since its inception, electronic records and audio-visual records have risen and are not accounted for in the Act. Furthermore, the Act fails to define a "record" in a comprehensive and inclusive manner which negatively impacts the creation of an inclusive, trustworthy, and complete system. While the NAZ is decentralised and provides services to most provinces, there are still four provinces that do not have archives. The lack of reach of the law means that electronic records cannot be managed properly – as electronic records require tight control from the point of creation to disposition and beyond. Legislation is crucial for archival development. In order for the NAZ to reach its full potential as a guide and aid for smaller repositories, it must be able to cite, implement, and enforce the legislation in order to actualise change and improvement.

16. Kamba, A.S., "The Retrospective File: Reflections on a Decade of Directing", *Information Development*, Vol. 10 No. 2 (1994): pp. 151---158.

Annotation: Angeline Kamba is the former Director of the National Archives of Zimbabwe (NAZ). The article was a retrospective on a decade of service in the years directly after Zimbabwe's independence. The goal was to change a former colonial government to something that represented a whole and accurate history of Zimbabwe for its people, and to implement programmes that would familiarise NAZ as an institution for public service. Public programmes included The Zimbabwe Epic – a project that resulted in a published book with photographs and ephemera relating to the colonial era in efforts to gain a localise understanding of events and the Oral History Programme – a project that actively collected accounts of witnesses and participants of the civil war. During this time, Kamba was actively involved in the implementation of the National Archives of Zimbabwe Act in 1986, giving more control of the NAZ over the records of local authorities. One of the most salient points of this article is that there is a definite need for public and governmental support in order to successfully improve and change records management initiatives.

17. Lovering, T.J., "British Colonial Administrations' Registry Systems: A Comparative Study of Northern Rhodesia and Nyasaland", *Archival Science*, Vol. 10 No. 1 (2010): pp. 1---23.

Annotation: The article highlights the importance of understanding countries and systems that have undergone colonial regimes. Contributing to the lack of understanding of these situations, are the lack of studies conducted on colonial record-keeping and the longer-term effects. This article also aims to highlight the disparity between record-keeping principles and practice, and the role of increasingly decentralised guidance and the changing views of record keepers before and after Zimbabwe's independence. Colonial registries had adopted practices that were established in the British civil service. While accountability was a major concern for British administrators to Parliament, colonial administrators had "little motivation to question the integrity of the policy---making process" (p. 21). Lovering argues that registries had accountability compromised not because of corruption, but because the system was perceived to be internally transparent and therefore did not need to be improved.

18. Makono, C. and Nyaruwata, L.T., "An Analysis of Performance Management Practices of the Zimbabwe Republic Police: A Case Study of the Zimbabwe Republic Police Midlands Province", *The International Journal of Business & Management*, Vol. 2 No. 3 (2014): pp. 29---33.

Annotation: The Zimbabwean Republic Police (ZRP) developed out of the colonial British South African Police (BSAP) and was established after Zimbabwe's independence. In 1994, a change programme was implemented to promote effective police service to the public, but unstable political climates denied accountable service delivery. Makono and Nyaruwata analysed performance management practices for managers in the ZRP – and while audits concluded that in principle the systems and principles were in place, the milestones and achievements expected in them are not realistic. For example police officers cannot reach a crime scene quickly when they do not have transport.. Often, the managers conducting performance management did not understand what effective service entailed exactly and thus prioritised negative enforcement rather than tackling systemic change.

19. Malemelo, F., Dube, A., David, R. and Ngulube, P., "Management of Financial Records at the Marondera Municipality in Zimbabwe", *Journal of the South African Society of Archivists*, Vol. 46 (2013).

Annotation: This article emphasises the importance of proper records care in particular, financial records, as they relate to all public service and municipal governance. When correctly controlled, they can be a means to pinpoint fraudulent behaviour, and promote accountability and transparency. In municipalities specifically, there is a dire need for good financial records management as services relate to basic and necessary public services such as hospitals, schools, welfare, water and waste operations, and electricity. Having good service delivery, institutional governance, accountability, and audits for improvement rest directly on the abilities of records and information governance. The problem presented is that records management is not viewed as a top priority, resulting in a lack of control over retention and disposition schedules, inadequate storage, and a lack of adherence to institutional regulations and legislative frameworks. Malemelo, Dube, David, and Ngulube recommend a better and actualised partnership with the National Archives of Zimbabwe (NAZ), the hiring of records management professionals, and the embrace of electronic records and systems in order to deliver more proactive and efficient services, control, clear records schedules and dispositions, staff training, and disaster management.

20. Masuku, M. and Makwanise, N., "Archives, Accountability, Human Rights and Good Governance: Where is the Nexus?" *Mousaion*, Vol. 30 No. 2 (2012): pp. 187--200.

Annotation: Records have the potential to greatly aid or deter human rights based on how they are managed. Good records management and governance have the ability to promote accountability, transparency, and human rights. Governance is decision-making that takes place on behalf of a group of people. The article argues that the primary tenets and characteristics of good governance are consensus oriented, accountable, participatory, transparent, responsive, equitable and inclusive, follow the rule of law, effective and efficient. Archives are fundamental to the core of accountability and human rights because they stand for evidence and attest to facts. Good records management also allows for informed decisions and meaningful improvements carried through audits and the wealth of information. It is important to include oral testimony as well as other forms of records as not all people have access to or know how to use archives. Archives offer protection, and without them and good governance and recordkeeping practices, disastrous consequences could ensue for the public and their confidence.

21. Masuku, M. and Pasipamire, N., "Going Against the Grain: Questioning the Role of Archivists and Librarians in the Documentation and Preservation of Indigenous Knowledge", *ESARBICA Journal*, Vol. 33 (2014): pp. 117---130.

Annotation: Indigenous knowledge (IK) and indigenous knowledge systems (IKS) are increasingly being recognised as an important field for discussion. IK encompasses complex systems that allow the transmission of knowledge within and between cultures. Masuku and Pasipamire argue that librarians and archivists should not document IK firstly because IK can preserve and document itself, and the documentation by libraries and archivists fundamentally changes and extinguishes how IK is understood on its own terms. Further, it could be considered an injustice to IK systems, unethical and incomprehensive. Masuku and Pasipamire also argue that anthropologists and archaeologists should study IK and archivists and librarians should merely care for their records instead of actively acquiring IK.

22. Matangira, V, "Tracing Colonial and Postcolonial recordkeeping in Zimbabwe" *ESARBICA Journal*, Vol. 33 (2014): pp. 1---17.

Annotation: This article is a brief historical survey of archival practice and recordskeeping in Zimbabwe. The first European records generated in what would become Zimbabwe were those of the British South Africa Company (BSAC), which regarded its records as property, and not of national interest to those resident in Zimbabwe. Matangira identifies this as a major problem for all subsequent archival work in Zimbabwe. An Archives Act was passed in 1935 but was lacking in comprehensiveness. subsequently, in 1936, a new law that had stronger focus on records management, was passed. However, this act did not address electronic records in any way. Prior to the economic crisis of the 2000s, Matangira argues, that Zimbabwe had been making great strides in improving government records management. However, this economic and political crisis ground further improvement to a halt. Matangira argues that despite recent setbacks, Zimbabwe is well positioned to continue improvement to its archival and records management programmes. Electronic records are mentioned as a major challenge to records management currently and in the future.

23. Mnjama, N. M. "Archives and Records Management in Africa", *Information Development*, Vol. 9 No. 1---2 (1993): pp. 83---86.

Annotation: The article explores the current state of affairs in the archival sphere in the eastern and southern African region. The study examines the development of archival services in the Eastern and Southern African Branch of the International Council on Archives (ESARBICA), including the study of countries such as Botswana, Kenya, Lesotho, Malawi, Namibia, Zimbabwe, Mozambique, Swaziland, Seychelles, Tanzania and South Africa through questionnaires and literature reviews. Common challenges that were identified were the inability for researchers to use archival information, inadequate finding aids, outdated archival legislation, lack of professional archivists, technological and archival training schools, poor systems of arrangement and description, understaffing of repositories, poor infrastructure, and inadequate retrieval tools (pp. 458---459). Other challenges include a lack of readiness to gain control of electronic and audio-visual records and the general management of human resources as many trained professionals go on to pursue private sector employment. Many records of interest also are held overseas by colonising countries and even gaining copies has been slow if not denied. Mnjama recommends the reassessment of the roles of the national archives by placing them in ministries with ministerial power in order to become more visible. Mnjama also suggests the need for archival institutions to "reinvent themselves" (p. 468) into information management institutions that are needed for current operations, to amend archival legislation, involve local communities, and to develop better relations throughout professional associations and ESARBICA member states in order to foster regulations and support.

24. Mnjama, N. "Archival Landscape in Eastern and Southern Africa", *Library Management*, Vol. 26 No. 8/9 (2005): pp. 457 -470.

Annotation: Mnjama provides an overview of the challenges presented for records management in Africa and describes the risk. Historically, records management has received little attention to the deficit of archival institutions and the archival profession. Mnjama identified the lack funds and trained personnel as the main cause for challenges but argues that the lack of comprehensive archival legislation as the most urgent to address. Mnjama also highlights that the lack of physical and foundational infrastructure, inadequate training, attitudes, and standardisation as major challenges to overcome. Some

solutions include the need for top management (and government) support, amendment to archival legislation, selective and rigorous staff training and employment, and the development of more tools and techniques to allow for the standardisation of classification systems.

25. Mbanga, T., "Book Development and Records Management in Zimbabwe", *Information Development*, Vol. 10 No. 1 (1994): pp. 13-24.

Annotation: The Zimbabwe International Book Fair aims to highlight the diversity of African literature, held at the Book Garden in Harare. The Fair specifies political and social themes each year and has been proved to play a key role in the development of the publishing industry in sub-Saharan Africa but does not directly relate to records management in Zimbabwe.

26. Murambiwa, I. and Ngulube, P., "Measuring Access to Public Archives and Developing an Access Index: Experiences of the National Archives of Zimbabwe", *ESARBICA Journal*, Vol. 30 No. 1 (2011): pp. 83---

Annotation: Access is a fundamental feature of archives, as it signifies democracy, justice, accountability, transparency, and the longevity of cultural heritage. The National Archives of Zimbabwe (NAZ) is seeking technology that will measure access in order to facilitate improvements in the changing climate of user needs. Having metrics for access is important in not only developing better and more efficient services and benchmarks, but also to pinpoint areas that are lacking and to show the benefits of archival services to the community. Invariably, providing access is an important topic that permeates many other archival functions. Murambiwa and Ngulube suggest following the International Council on Archives (ICA) access principles that take privacy and relevant legislation into account and keeping up with global trends such as Web 2.0 technologies. Other strategies include employing student volunteers to help process backlogs and assess physical reference spaces. Progress has occurred at the NAZ in developing better access and measuring tools but must be an ongoing endeavour in order to promote continual improvement and change.

27. Murambiwa, I. Ngulube, P., Masuku, M. and Sigauke, D., "Archival Development in Zimbabwe 1935-2010: Setting the Scene", *National Archives*, Vol. 75 (2012): pp. 30---75.

Annotation: This chapter is the first featured in a publication by the National Archives of Zimbabwe (NAZ) and provides a historical overview and understanding of archival practices before and after independence in 1980. Zimbabwe enacted the National Archives of Zimbabwe Act in 1986 that enabled the archives to facilitate management over government information.

28. Mutula, S. and Wamukoya, J. M. "Public sector information management in east and southern Africa: Implications for FOI, democracy and integrity in government", *International Journal of Information Management*, Vol. 29 No. 5 (2009): pp. 333---341.

Annotation: This article examines records management as an essential function for government efficiency and fiduciary trust and aims to pinpoint the implications of its failure in regard to democracy. It is a government responsibility to ensure adequate capture, organisation, maintenance, and use of information in order to promote security, efficiency, and productivity in a democratic society. Good governance must encompass transparency, accountability, political legitimacy, and prioritise public interest and therefore must strive for planned citizen participation and service delivery systems.

Benefits of sound records management include the mitigation of risks and an enhancement of accountability and transparency. In east and southern Africa, dysfunctional records management undermines progress and steps taken toward public sector reforms. Freedom of Information (FOI) legislation relies on effective records management to enforce government accountability and transparency. Enacting FOI legislation also helps to give a reasonable reference point for information retrieval, basic citizen rights, government responsibility and obligation. Challenges such as infrastructure creation and maintenance, ability to capture and control electronic records, inability to provide guidance, staff competencies and skills, and the lack of capacity to articulate the issues are plaguing the region's ability to advance in records management. Mutala and Wamukoya suggest revisiting legislation and policies regarding electronic records, the development of human resources to train and enhance professional development and legislating the protection of whistle blowers in the interest of FOI.

29. Mutsagondo, S. and Chaterera, F., "Mirroring the National Archives of Zimbabwe Act in the Context of Electronic Records Lessons for ESARBICA Member States", *Information Development* (2014): pp. 1-6.

Annotation: This article aims to highlight the inadequacies and outdated nature of the National Archives of Zimbabwe (NAZ) Act of 1986. Mutsagondo and Chaterera support the need for further development of the Act to accommodate electronic records and to outline the challenges the NAZ faces. Archives acts are created to affirm legislative and authoritative needs in the management of records. The NAZ's role and mandate is to supervise the creation, use, maintenance, and disposal of government records and therefore must act to change the current Act to realistically accommodate all records, including electronic records. Currently, many necessary archival functions such as appraisal, transfer procedures, destruction, and the maintenance of authenticity are not fully provided for in the Act, creating ad hoc and inconsistent approaches that may lead to the disappearance of archives due to neglect.

30. Nengomasha, C. T. "The past, present and future of Records and Archives Management in sub-Saharan Africa", *Journal of the South African Society of Archivists*, Vol. 46 (2013): pp. 2-11.

Annotation: This article aims to demonstrate the challenges presented for records management in sub-Saharan Africa. The article also highlights the impact from colonialism to independence on record keeping systems and the difficulties to implement automation in capturing and maintaining electronic records. In 2009, an ESARBICA conference summarised the challenges of the region, which included the absence of organisational planning for the era of electronic records; low awareness of the overall role of records management and its benefits; lack of stewardship in coordination; absence of legislation, policies, and procedures; absence of budgets dedicated to records management; poor confidence in security and controls; and the lack of migration strategies for electronic records (pp. 3-4). The article summarises specific issues of each country in the region. Nengomasha specifically highlights training in archives as a major challenge and provides recommendations such as promoting outreach activities to garner public support, increase work and "action" in the field with students and professionals, strengthen professional and student training with experiential learning to foster a greater investment in archival tasks, and to encourage the profession to uphold standards and quality (pp. 8-9).

31. Ngulube, P., Masuku, M. and Sigauke, D.T., "The Role of Archives in Preserving Indigenous Knowledge Systems in Zimbabwe: Is (Re)inventing Themselves The Answer?", *ESARBICA Journal*, Vol. 30 No. 1 (2011): pp. 261--278.

Annotation: The archive profession has severely overlooked Indigenous knowledge (IK), often prioritising and privileging Western notions of what "records" are. In Zimbabwe, like many countries, the professions have been trained under the traditional schools of Jenkinson and Schellenberg consequently overlooking non-written documents and oral history as legitimate records. The preservation and care of IK is extremely important – families are increasingly dispersed due to economic and political factors limiting the possibility for IK to transfer from generation to generation. In addition colonial pressures have essentially eliminated IK from school curriculums changing the way society views the knowledge. Ethical practices need to be employed by archivists to gain consent and participation of indigenous people in archival processes. Ngulube, Masuku and Sigauke suggest evolving current views about archival theory and establishing indigenous knowledge centres in order to foster greater trust and preservation of IK.

32. Ngulube, P., Sibanda, P. and Makoni, N.L., "Mapping Access and Use of Archival Materials Held at the Nulawayo Archives in Zimbabwe", *ESARBICA Journal*, Vol. 32 (2013): pp. 123--127.

Annotation: The article aims to investigate contributing factors to access or lack thereof at Bulawayo Archives (BA) in Zimbabwe. Access is "the ability and opportunity to discover, use, and understand the nation's documentary heritage" (p.136). Most importantly, it is only when archives are used that their existence is justified to society making accessibility extremely important. Findings show that the National Archives of Zimbabwe (NAZ) legislation is vague on issues such as access and use and provides little guidance to regional archives. Finding aids are often a huge barrier to many users, including to those that have archival experience due to a lack of standardisation. Other accessibility issues include an increasing backlog, insufficient hours of operation, inadequate physical space, and catering to those with disabilities. Recommendations include a reworking of legislation to include and emphasise access, enhancing finding aids, and increasing awareness among staff about the importance of accessibility.

33. Ngulube, P., "Professionalism and Ethics in Records Management in the Public Sector in Zimbabwe", *Records Management Journal*, Vol. 10 No. 3 (2000): pp. 161--173.

Annotation: This article tackles a subject that is often overlooked in archival discourse – ethics and its place in the profession. Records management is directly linked to ethics such as individuals' right to information and the need to maintain privacy, as well as archivist's professionalism in the workplace.

Good records management largely depends on ethics for their code of conduct. Having a code of ethics may instil discipline in the profession and professional integrity, educate new members of the profession, and ensure a measure of consistency, and serves as a quality control mechanism for the profession's services. In Zimbabwe, registry staff carries out records management activities. Training for staff occurs in public service training centres (with varying degrees of quality) with two-week training courses. The course itself could be more vigorous in its scope and it is argued that it should include ethics training as well as concepts on records life cycle. Courses should also be regulated in some way. Findings show that unnecessary disclosure of information and mishandling of records were major issues, alongside "inadequate and inaccurate records; unauthorised access;

mutilation; criminal activities; use to intimidate others; and unauthorised destruction and disclosure” (p.168). Further actions need to be taken specifically in training to improve professionalisation of records managers.

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

Annotation: This article seeks to investigate issues faced by national archives in sub-Saharan Africa and compile measurable data on those issues. Public records were focused on because governments are the largest producers and users of information. Archival legislation guiding most of the countries have been characterised as “second generation” – which allows for the power of national archives to evaluate records management programmes, but still needs to be updated to fulfil current needs – a major issue for many countries worldwide. Ngulube and Tafor suggest improving legal standing of archival institutions by compiling mission statements, records surveys, public programmes, standardised scheduling and appraisal practices and a focus on financial management and training. Findings showed that most of the archives had inadequate records management processes that can only be remedied by planning active steps toward change and monitoring progress.

35. Ngulube, P. "Guidelines and Standards for Records Management Education and Training: A Model for Anglophone Africa", *Records Management Journal*, Vol. 11 No. 3 (2001): pp. 155---173.

Annotation: This article focuses on the creation and maintenance of guidelines and standards for records management education and training. Education and training are inarguably essential for any profession, they are “concerned with the development of knowledge, skills, and attributes necessary for individuals to... contribute positively to society... to (develop) lifelong skills and expertise” (p.155). Ngulube argues that education and training are equally important as the success or failure of any records management system. In Anglophone Africa, records management training varies greatly in content, curriculum, certification, standards and duration, making standardisation and compatibility among practitioners extremely difficult. Ngulube suggests using the South African Qualifications Authority (SAQA), which oversees the bodies responsible for education and training standards in South Africa, as a model to ensure learning outcomes are satisfied before accreditation is awarded. The use of the model allows for the standardisation of education and training of archivists and records managers.

36. Ngulube, P. "Strategies for Managing Digital Records and Documents in the Public Sector in Sub Saharan Africa", From the 67th IFLA Council and General Conference(2001).

Annotation: Information is the governments’ most vital resource, and therefore must keep up with global changes and expectations such as digital records. Ngulube identifies three major challenges associated with digital information readiness: the lack of stability of digital media; access to digital information being dependent on infrastructure, hardware, and software; and the deterioration of digital information if not migrated or compliant with generic document standards (p. 4). Numerous studies have confirmed that little to no countries in Sub Saharan Africa have the capacity to manage digital records. Training, sufficient human resources, technological skills, policy development, and disaster readiness are integral to saving digital heritage. Ngulube suggests international cooperation in

technological research as well as informational professionals advocating for policy development.

37. Nkala, G.S., Ngulube, P. and Mangena, S.B., "E---records Readiness at the National Archives of Zimbabwe" *Mousaion*, Vol. 30 No. 2 (2012): pp. 108---116.

Annotation: Technology is rapidly changing and evolving, and many institutions are adopting those technologies. This article explores the readiness of electronic records at the National Archives of Zimbabwe (NAZ). E---government is the utilization of providing government services through electronic media and should aim to support and strengthen economic performance, efficiency, and accountability.

Archival institutions that utilize electronic systems for the management of electronic records should facilitate and establish policies, procedures, systems, and standards to assist creators to make sure records are authentic, reliable, and preserved; be involved in every stage of the records life cycle and continuum; manage and review records consistently and constantly; define requirements for preservation and accessibility so that records can remain available, accessible, and understandable over time (p. 112). Findings show that NAZ is not currently performing proactively to attempt to capture and preserve electronic records, it was also determined that infrastructure must first be confronted (such as the provision of servers, hardware and software). It was also found that staff members were very computer literate but require specialized training and education.

38. Onyanha, G., Bosire, O., Ngoepe, M., and Maluleka, J. "Trends, Patterns, Challenges and Types of Archival Research in Sub---Saharan Africa" *African Journal of Library, Archives & Information Science* Vol. 25 No. 2 (2015): pp.

Annotation: This article aims to promote the impetus for change in the archives and records management profession, perceptions of the profession, and publications by and about the profession. Education and training are extremely important in empowering archivists and records managers in navigating the challenges of electronic records and research must ensue to address societal changes that affect legislation and difficult political environments. Traditionally, the archival profession has been associated with the study of history and diplomatics, but increasingly archivists and records managers are needed in a more holistic way, acting as digital forensic experts, digital information managers, and legal specialists. Findings showed that there has been a lack of research, publishers, and publications in the area of archives and records management in Africa, even fewer in Sub Saharan Africa. Onyanha et al. suggest increased focus in promoting unique research, student and staff exchange programs, and subject---based conferences so that it may build stronger archival education and research activities.

39. Ruhode, E. "E---government Implementation for Inter---Organisational Information Sharing: A Holistic Information Systems Approach for Developing Countries" *Dissertation* (2013).

Annotation: This thesis examined the ICT situation within Zimbabwe and specifically within the Ministry of Tourism and Hospitality. Zimbabwe has generally high ICT adoption, but information is not shared between ministries. Zimbabwe possesses a dedicated ministry for ICT (MICT). It also has an ICT policy framework that the author characterizes as strong. Zimbabweans are widespread users of Internet enabled mobile phones, which is the primary vector for them to access government ICT and e--- government initiatives. Zimbabwe does not impose duty on the import of computers and mobile phones. However, ICT development is hampered by Zimbabwe's economic and electoral problems. Rural areas lack electrical service and infrastructure, and where it is available,

it is routinely overtaxed. In the private sectors, Zimbabwean businesses have been enthusiastic adopters of e-commerce and tools like Electronic Data Interchange (EDI). The author notes several times that the public service in Zimbabwe is reliant on paper forms and that citizens must travel to specific offices to access them. ICT and e-government is touted as a solution to enable easier access to these services.

40. Saurombe, N. "Public Programming of Public Archives in East and Southern Africa Regional Branch of the International Council on Archives" *Thesis from the University of South Africa*(2016).

Annotation: Saurombe presented this thesis at the University of South Africa in 2016. The thesis conducted original research to investigate the role and prominence of public programming in archival institutions in the ESARBICA region. Public programming is vital in promoting visibility and access to archival holdings and allows archives to be used in current and future actions. Findings showed that public programming was not a high priority for most archival institutions because of scarce funding, lack of cooperation and coordination between archival institutions, lack of experience with public programming among staff, lack of user knowledge, and a lack of enthusiasm by archivists. By principle, archives are meant to be used and citizens have the right to access public records. There are many benefits to promoting public programming – by showing society that the archival institution is justified, to show measurable services to justify financial support, to increase awareness of archival services and public rights, and to promote access. Saurombe points out that most archives do not have a public programs policy and the existing archival legislation promotes certain types of media (textual and paper) – often contributing to less effective public programs. Saurombe suggests embracing public programming in order to garner public support, implement institutional policies on public programming, a greater investigation into the needs of users, and training in the area of public programming in archival education.

41. Seles, A. "The Transferability of Trusted Digital Repository Standards to an East African Context" *Thesis from the University College London* (2016).

Annotation: This thesis aims to investigate Trusted Digital Repositories (TDRs) and its standards' potential implementation in Eastern Africa drawing from local and international literature. Seles studied the regulatory, financial, and logistical requirements using the OAIS and RAC models. The Open Archival Information System (OAIS) is a reference model committed to the management of digital information. RAC provides metrics for assessing trustworthiness and efficiency of TDRs. The findings showed that while TDRs are extremely advantageous, their standards were built upon a particular set of presumptions that do not necessarily relate directly to East African needs or realities. Seles' study highlighted that context is extremely important in determining the ability to adapt to foreign standards. Further, if transferability were a possibility, it would be necessary for Eastern African countries to participate in the development process of the standards in order to reflect the context and reality of the region.

42. Sigauke, D.T. and Nengomasha, C.T., "Challenges and Prospects Facing the Digitization of Historical Records for their Preservation within the National Archives of Zimbabwe", Paper presented at the ICADLA 2: International Conference on African Digital Libraries and Archives (Johannesburg: 2012).

Annotation: Digitisation can be used as a way to preserve (only in the sense that it can limit physical use of delicate records), and also to improve access. The National Archives of Zimbabwe (NAZ) is yet to create a fully implemented digitisation programme but should attempt to do so. Barriers may include lack of hardware and software to commit to such an

endeavour, as well as time and expenses. Further issues may include privacy concerns and prioritising what should be digitised.

43. Wato, R. "E-records Readiness in the ESARBICA Region: Challenges and the way Forward", *ESARBICA Journal: Journal of the Eastern and Southern Africa Regional Branch of the International Council on Archives*, Vol. 25 No. 1 (2006):pp. 52---63.

Annotation: This article explores national archives in the ESARBICA region to determine the implementation, readiness, and quality over the care of electronic records in e-government and e-commerce environments. Findings showed that many national archives did not have national Information Communication Technology (ICT) policies, which left a large gap in the records controlled by the archives to the detriment of accountability and transparency. Discussion surrounding the authenticity of the records has been limited, and largely unrecognised in the context of e-government.

Wato urges continued training and professional development for archivists and records managers in the field of digital technology and ICTs. In order to capture, manage, maintain, and dispose of records created through ICT, there is a need to understand the context, theoretical principles, and the infrastructure necessary for control. Challenges that remain include implementing a comprehensive Electronic Records Management System (ERMS), theoretical understanding of the principle of authenticity and archival legislation. Wato argues that thus far most ESARBICA countries are not ready for electronic records care, except for South Africa.