THE ROLE OF RECORDS MANAGEMENT IN SUPPORTING SERVICE DELIVERY IN NAIROBI CITY COUNTY GOVERNMENT, KENYA

BY

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DECLARATION

DECLATION BY THE CANDIDATE:

This thesis proposal is my original work and has not been presented for a degree or any award in any other university before.

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DEDICATION

This research work is dedicated to my beloved husband and children whose constant support and encouragement enabled me to complete my Post Graduate studies.

ABSTRACT

Kenya County Governments receive, produce, collect, disseminate and utilize large volumes of records and information that is required in decision making and support provision of services to citizens. The Nairobi City County Government has not given records management as much recognition as other Sectors which is indicated by low budgets, inadequate space and accommodation, low grading for records management staff and lack of disaster management plans for records. Therefore, the aim of the study was to assess the role of records management in supporting Service Delivery in the County with a view to suggest ways in which records management can be improved for service delivery. The objectives of the study were: to establish the state of records management; to determine the resources provided towards records management and the adequacy of these resources; to establish the contribution of records management towards service delivery and to determine the perception of the public towards records management and service delivery. The study used two theories namely, The Records Continuum model and The Service Quality (SERVQUAL) Delivery Model. The researcher compiled a sampling frame from which was able to derive a study sample size from the various Sectors. The study population comprised of 532 staff working in 6 out of the 13 Sectors which constitute the organizational structure of the County. The study used 10 % of the study population which resulted to a study sample size of 53 respondents, drawn from these organizational units. The study used mixed method research approach. A mixed method was applied to collect data with the utilization of questionnaires and structured interviews. Data was collected through interviews, questionnaires and observation. Quantitative data was analyzed using frequency tables and percentages while qualitative data was analysed using thematic analysis to identify and compare themes. The findings of the study were that the County records management function is impeded by: lack of electronic records management system and digitization as 88.37% pointed out that Integration had not been done; inadequate staffing as 23.26% percent of respondents mentioned it as a strategy to improve records management for service delivery; inadequate training and development as it was found out that only 39.53% had training in records management; funding and other resources as respondents at 51.16% noted that the resources provided were below average. The study concluded that though records management played a role in supporting service delivery in the County as affirmed by 97.67% respondents, it was not yet being given the proper recognition and this resulted to delayed service delivery. The key recommendations were that: The County to introduce integration of Electronic Records Management System (IERMS) and digitization, adequate staffing, human resource development, implement operational tools, policy guidelines and adequate funding. Implementation of these recommendations will enable the Nairobi City County Government to improve its Records Management functions and service delivery. The study gave suggestions for further research to be undertaken on the effect of ICT and E-Government in support to provision of services in Nairobi City Government.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS AND ACCRONYMS

DIR   Director

EG   Electronic Government

ERM   Electronic Records Management

IERMS   Integrated Electronic Records Management System

HOD   Heads of Department

H/RMU   Heads of Records Management Unit

HOS   Head of Section

ICT   Information Communication Technology

PSM   Public Service Management

RM   Records Management

RMU   Records Management Unit

&   And

LIST OF DEFINITION OF TERMS AND CONCEPTS

Information Management; The planning, control, and exploitation of the information resources of an organization in support of it business, also known as information resource management.

Public Records; Documents, papers, letters, maps, books, photographs, films, sound recordings, magnetic or other tapes, electronic data-processing records, artifacts, or other documentary material, regardless of physical form or characteristics.

Record; Recorded information or document produced or received in the initiation, conduct or completion of an activity.

Records Management; Field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records.

Service Delivery; Provision of services to the members of the public.

CHAPTER ONE

INTRODUCTION

1.0 Overview of the Chapter

This chapter discusses the background information to the study. It provides background information on Nairobi City County Government and gives an overview of records management and service delivery. It then highlights information on the problem statement, purpose of the study, objectives of the study, research questions, assumptions and justification of the study as well as the significance of the study. Ethical considerations regarding the study are also presented.

1.1 Background of the Study

Better service delivery, according to Ngoepe (2008), always start with better records management procedures. This is because government institutions can only take proper action and make sound decisions if they have access to sufficient records. As a result, appropriate records administration benefits service delivery efficiency and effectiveness in a variety of ways. These could contain, for example, documentation of policies and procedures that guide service delivery, such as the kind of services given, who is responsible for completing the task, and what the expenses are. Institutions with an effective records management system in place operate at superior level in their service delivery (Mutimba 2014; Kemoni & Ngulube 2008; Marutha & Ngoepe 2017). Critical functions such as health, finance, accounting, auditing, and law among others rely on the strength of records management systems to perform their duties.

According to Kemoni, Ngulube, and Stilwell (2007), proper records management is critical to governments realizing and achieving their goals, such as the rule of law,

accountability, state resource management, and citizen entitlement protection, as well as improving foreign relations. Currall and Moss (2008) believe that governments must assure the long-term preservation of their records because they must account to their constituents for their administrative acts. Compliance with the law will be easier if documents are kept properly as transparency requirements. Government will be able to prove their administrative process through the records preserved.

Records management, according to Kemoni (2007), is a subset of information management, which includes the management of all information in an organization as well as the people, hardware, software, and systems that deliver the information. Good records management techniques, according to Hase and Galt (2010), are critical to organizational effectiveness. Hase and Galt (2010:39) go on to say that good records management improves organizational effectiveness by reducing risk and reducing the chance of losing credibility when paper trails are not easily accessible, organizational knowledge continuity, improved customer service due to quick access to information, cost savings associated with inefficiency and inconsistency, such as duplication, cost savings associated with determining who is the owner of documentation, and thus enabling the destruction of duplicate files and working documents.

Information developed during an organization's activities, according to Dikopoulou and Mihiotis (2010), is a significant resource not just for the organization but also for the society in which it operates. They go on to say that in order to make efficient use of information assets, we need to be able to regulate their creation, transfer, retention, and use. According to Kanzi (2010), a strong records management program provides the

cornerstone for managing resources and providing public services. It also enables an organization to find information easily and the orderly and efficient flow of information enables the organization to perform its functions successfully and efficiently. According to Kemoni (2007) Public Sector Records Management Programmes in Africa are plagued by various problems, due to the inability of registries to play their roles effectively. Mampe and Kalusopa (2012: 2) further adds that this is because government or public departments can only take appropriate action and make correct decisions if they have sufficient information at their fingertips.

Muriu (2012) stated in his thesis that a fundamental feature of local government reform in Kenya began in the late 1990s with the goal of improving local service delivery by, among other things, institutionalizing citizen participation in decision-making. This occurred against a backdrop of inadequate service delivery, massive debt burdens, and terrible resource mismanagement in local governments (LGs).

Notably, Mdluli (2008) describes service delivery as "any activity undertaken to offer timely and excellent service, as well as to respond to and resolve community or citizen problems." In a nutshell, service delivery refers to the services provided or required to be provided by the government to its citizens in order to meet their basic requirements, right demands, or expectations. Government services include, but are not limited to, health/medical, water, transportation, education, and social services. Service delivery is a business component that outlines the interaction between providers and customers in which the supplier provides a service, such as information or a task, and the client either gains or loses value as a result. Good service delivery increases the value of clients.

Service delivery can be found in a variety of professions and business structures, including medical hospitals and IT firms (Staff Writer, 2020).

Service delivery is a crucial measure of poverty and a component of the Millennium Development Goals (MDGs) (Njunwa, 2011). According Lekoko Kenosi (2011), a government can only claim to have met its service delivery targets and reduced national levels of poverty if it allows researchers and citizens to examine its service delivery in an honest and transparent manner. The role of government in ensuring sustainable development is critical. It offers infrastructure, education, health, law and order, and security, among other things. Likewise, public service implements public policy, including policy formation. At the community level, acts of public service have resulted in various communities being saved from extinction through community protection.

The Public Service Commission (PSC) in Kenya is mandated by Article 233 of the constitution to establish and abolish public offices, appoint persons to hold offices, ensure that the public service is efficient and effective, and promote the values and principles of governance. Article 232 sets public service values and principles that ensure high levels of professionalism in the public sector. This comprises responsiveness, fast, effective, unbiased, and equitable service offering; high professional ethics standards; efficient, effective, and economical resource usage; and transparency and accountability. The County Governments are accountable for public service under the devolved system of government, as stated in Article 235 of the constitution. In this case, they have established County Public Service Boards (CPSBs).

In 2012, the World Bank jointly with Department of Foreign Affairs and Trade (DFAT) and Department for International Development (DFID), developed the Kenya Accountable Devolution Program (KADP) to support capacity building for effective delivery of services under Kenya's new system of devolved governments. In 2014-15 the Program entered its second phase and expanded when DANIDA, the EU, Finland, Sweden and USAID joined the Trust Fund. The program has the objective of 'contributing to strengthen core devolved governance systems at both the national and the county level' (World Bank Group, 2018). The vision of KADP is to work with both the national and the county governments to strengthen devolution. The program seeks to achieve this by supporting systems, identifying, and addressing capacity gaps, and enabling the county governments to meet citizen's needs.

Capacity building in government is critical for the continuing development and improvement of government services. This could be in the rising fields of innovation and technology, as well as public policy research to better understand the behavior of public service seekers in order to assist the effective delivery of public services (Rose Ngugi, 2020). As Rose Ngugi (2020) continues to emphasize, another essential factor to consider is information and knowledge sharing. Information is essential for the progress of any society since it aids in public decision making. Relevant information for public consumption should be delivered rapidly and packaged in a medium and channels that are accessible to all groups of people, including the general public.

1.2 Background of the Study

Records Management's primary concern is the efficient, effective and economical management of information. The guiding principle of Records Management is to insure that information is available when and where it is needed, in an organized and efficient manner, and in a well-maintained environment (Bowen, 2006). Bowen (2006) further states that in today's litigious society Records Management is more important than ever but unfortunately is still overlooked and under-funded at all levels of government. A sound records management program does not cost, it pays. It pays by improving customer service, increasing staff efficiency, allocating scarce resources, and providing a legal foundation for how an agency conducts its daily mission.

Counties are a feature of devolved governments in a number of nations, including Kenya, and are referred to as local government in others. Kenya's new Constitution of 2010 established county governments to replace the former local government structure, which included the Nairobi City Council, Municipal Councils, and townships, among others. In August 2010, the Republic of Kenya ratified a new Constitution, which resulted in the creation of county governments via the County Government Act of 2012. The expectation was that the new Constitution, which won 67 percent approval from the people, was to give the legal foundation for the government to address a number of institutional challenges, such as the concentration of enormous sums of wealth and political powers in the hands of a few (Barasa 2007).

The purpose of devolved governments is to promote democratic and accountable exercise of power, foster national unity by recognizing diversity, give people powers of self-

governance, thus increasing people participation in the exercise of state powers, recognize the right of communities to manage their own affairs, and protect and promote the interests and rights of minorities and marginalized communities. Devolved governments are also expected to foster social and economic growth, as well as the provision of services throughout Kenya. Other goals include ensuring equal distribution of national and local resources throughout Kenya, facilitating the decentralization of state agents, functions, and services from Kenya's capital, and strengthening checks, balances, and separation of powers.

Public service ideals and principles, according to Chapter 13 of the current Kenyan Constitution (2010), apply to all State institutions at both levels of government, as well as all State enterprises. High professional ethics standards, efficient, effective, and economical use of resources, responsive, prompt, effective, impartial, and equitable provision of services, public participation in policymaking, accountability for administrative acts, transparency and timely and accurate information to the public, and representation of Kenya's population are among the values and principles of public service, according to the Constitution. Kenya's Constitution outlines a two-tiered governance system, with National governance and 47 County Governments. As described in the Fourth Schedule, the devolved form of government assigned distinct functional responsibilities to the respective levels.

Nairobi City County Government is one of the Governments among the 47County Governments in the Country. It mainly draws its mandate in the County Government Act no. 17 of 2012, an Act that gave her a wide scope of activities that are envisaged to bring

services closer to the common citizen on the ground. Composed of 17 Sub Counties and 85 wards, as shown in Figure 1.1 below, the County has endeavored to achieve its goals as envisaged in the law the County has endeavored to achieve its goals as envisaged in the law. The Central Government also devolved to the County Government some of its functions that include health care, management of cooperatives, weights and measures, betting and gambling activities, Agriculture and Fisheries and County Public works.

Nairobi City County Government High Level Structure
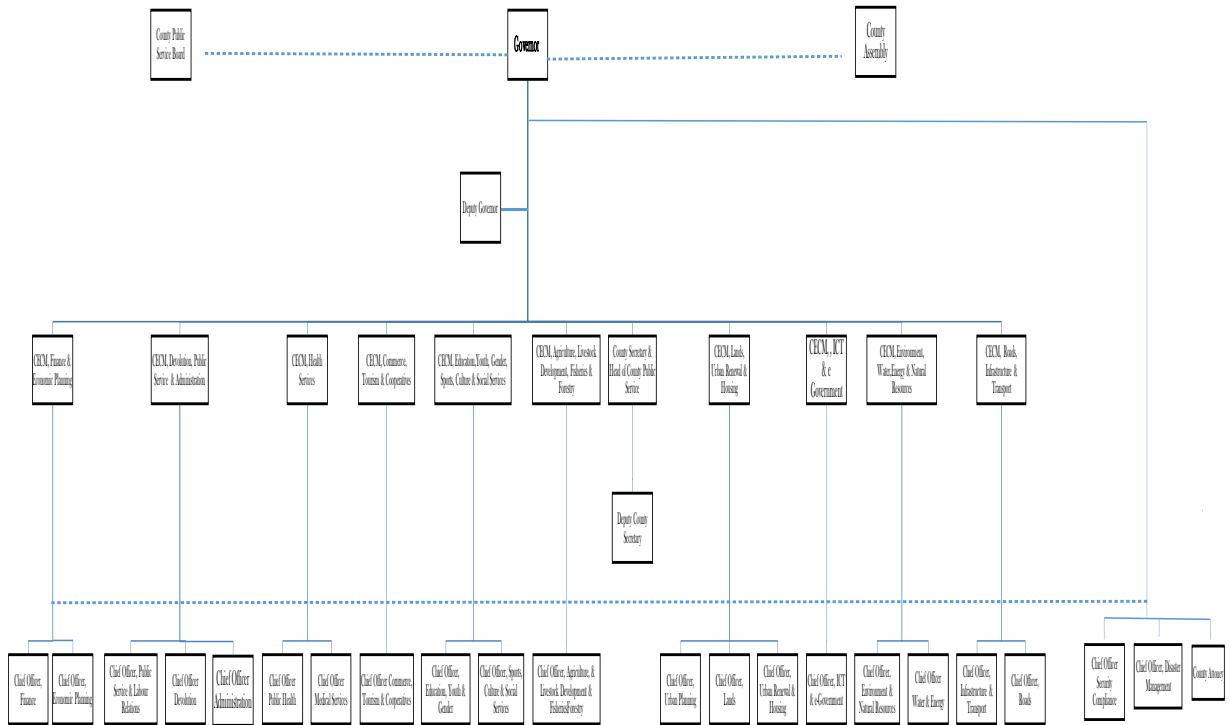
Figure 1.1: Nairobi City County Government High Level Structure

County Governments, as opposed to former Local Authorities, have broader responsibilities and increased resources. As a result, their contribution to Kenya's Vision 2030 is significantly broader. The law requires County Governments to prepare several plans to steer their respective development and service delivery agendas, including 10-year spatial and sectoral plans and a five-year County Integrated Development Plan (CIDP). All of these strategies should be in line with Kenya Vision 2030, the Kenyan Constitution, and regional and international obligations such as the Sustainable Development Goals (SDGs). The CIDPs serve as a foundation for the creation of Annual Development Plans (ADPs) and budgets. The ADPs define the County's annual priorities based on available resources. In essence, ADP aids in the implementation of the CIDPs' development priorities (Nairobi City County, 2017).

County governments are mandated to guarantee that all of their plans, programs, projects, and policies are results driven as part of broader public sector reforms focusing on the implementation of a Results Based Management (RBM) culture. RBM also guarantees that planning, budgeting, and resource allocation are all directed toward the targeted outcomes. RBM is a variation of the performance management reforms that have been implemented in most public services around the world, based on wider public sector reforms. The goal of these Performance Contracting Guidelines is to assist County Governments in identifying targets, designing and negotiating contracts, evaluating performance, and learning and continual improvement. These rules serve as a guideline for establishing norms and standards in county-level public affairs management. The Council of Governors and the Department of Performance Contracting developed the Performance Contracting Guidelines in partnership with other County and National

Government agencies, Non-State Actors, and Development Partners (Nairobi City County, 2017).

Counties can use performance contracting to successfully oversee the performance of the county and its administration at all levels while focusing on defined goals. Through the complementing Performance Appraisal System, this is done at all levels of the county bureaucratic system, all the way down to the individual level. It enhances performance expectations, notably through tactics such as 100-day Rapid Results Initiatives. It is expected to foster a performance-driven culture inside the county government (Nairobi City County, 2017).

Under the framework provided for in Articles 186 and the 4th schedule of the Constitution of Kenya, the County Governments Act (CGA) and the Urban Areas and Cities Act, Nairobi City County is tasked with delivering the following key functions of public service including: Promotion and regulation of agriculture; County health services; Control of air pollution, noise pollution, other public nuisances and outdoor advertising; Cultural activities, public entertainment and public amenities; County transport; Animal control and welfare; Trade development and regulation; County planning and development; Pre-primary education, village polytechnics, home-craft centres and child-care facilities; Implementation of specific national government policies on natural resources and environmental conservation; County Public Works and Services; Firefighting services and Disaster management; Control of drugs and pornography; and Ensuring and coordinating the participation of communities and locations in governance.

The Range of County services provided by Nairobi City County to citizens include; Education, Youth Affairs, Sports, Children Services, Gender, Culture and Social Services; Public Health Services; Water, Energy, Forestry, Environment and Natural Resources; Public Works, Roads and Transportation; Lands, Housing and Physical planning; Trade, Industrialization, Cooperative Development, Tourism and Wildlife Agriculture, Livestock Development and Fisheries; Finance and Economic Planning; Information, Communication and e Government and Public Service Management.

Clients served by the County include: Stakeholders, Ministries and other Local Government agencies, International organizations, Citizens/Residents, Individual Public Officers, Employees, Business people, Development partners, Politicians, Service Providers, Donor Agencies, Public Institutions, Trade Unions, CBO's, Non-Governmental Organizations, Civil Societies, and Residents Associations and organized groups etc.

In the delivery of these services, the Nairobi City County now has to further comply with constitutional service delivery standards. Articles 10 and 232 of the Constitution of Kenya have introduced stringent standards in the delivery of public services. The national values and principles of public service respectively, require among other things that public service delivery espouse and promote: Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized; Good governance, integrity, transparency and accountability; Sustainable development; High standards of professional ethics; Efficient, effective and economic

use of resources;   Responsive, prompt, effective, impartial and equitable provision of services; and Involvement of the people in the process of policy making.

It is worthwhile to note that under the Bill of Rights, servant leadership and the sovereignty of the people are fundamental rights. For example, under Article 43, provision of economic and socio-cultural rights such as education, housing, clean water and sanitation are fundamental rights. This very fact exposes Nairobi City County to potential litigation over the state of its service delivery (Price Waters Coopers). For the County to deliver all these services there must be proper records.

1.2.1 Records Management at Nairobi City County Government

Since the colonial times, the then defunct City Council of Nairobi operated a centralised registry system where one central registry served all the departments. Mail was received and dispatched from one registry and all files returned to the same registry after action. The Council had a file classification scheme and indexing was done for all files in the Central registry.

Many years after independence, the Council expanded to 15 Departments which started thier own parallel registries. This disintegrated the records management system to become decentralised. The new departmental registries were not manned by records professionals, thus no indexing was done to ensure faster retrieval of records and this slowed down services to the citizens.

According to the Kenya National Archives and Documentation service (KNADS) 2009, the City Council of Nairobi was last visited in the year 2000 and files totaling to 765 were transferred to the Kenya National Archives and Documentation service for

permanent preservation. Since then no major records management activities had been carried out in its 15 departments until 2009.

In the year 2009, The then City Council of Nairobi invited the KNADS and embarked on the process of having a records management programme which would enable the Council to come up with an efficient records management system for all Council departments. The objective of the exercise was to put in place appropriate systems, procedures and practices in the management of records at the City Council of Nairobi, which involved; sensitizing Chief Administrative Officers on records management, Inducting of records management officers and registry personnel on the job, streamlining systems and procedures for receipt and circulation of mail, reviving of filing systems, re-organization of registries based on the revised index, compiling administrative histories of departments, appraisal of all closed records, and transfer of valuable records to KNADS for permanent preservation and authorized destruction of valueless records.

To date several non-current records in Administration Department have been appraised and disposed, Valuable non-current records have been transferred to Kenya National Archives and Documentation service (KNADS) for permanent preservation, Valueless non-current records have been destroyed with authority from KNADS and other non-current records listed for retention in the County.

A records management policy was adopted on 19th September 2012 just before devolution to County Government. After devolution, a new Records Management policy has been developed to capture the current County Government system and aligned with the Kenya Constitution 2010, vision 2030 and ICT which includes Electronic Records

Management System, IPPD (Integrated Personnel Payroll Database), IFMIS (Integrated Finance Management Information System), and E-Government among others. This policy is undergoing validation before it is adopted for implementation in all County Sectors.

File classification scheme had already been prepared for the offices of the Governor, Deputy Governor, County Secretary and for County Executive Committee Members (CECM) Trade. A program was being set to prepare for all other new County offices. Registry officers have been trained in short term Records Management courses by officers from KNADS, Kenya School of Government and Inspirations among others. Updating of inventory for Property files, Title Deeds, Leases, Agreements, Borrowing cards and Dockets is ongoing. More training is required so as for the County to achieve an efficient Records Management System to enhance service delivery.

1.2.2 Records Management and Service Delivery at Nairobi City County

According to Shonhe and (2018), good records management improves the efficiency and effectiveness of public service delivery by reducing litigation risks, promoting accountability and openness, ensuring compliance with regulatory requirements, and facilitating informed decision-making.

The records generated by the City County in the course of its activities need to be properly managed to support the operation and delivery of services, to protect individual, corporate and government rights, and to provide reliable information for research and study. A record helps in understanding the past and fosters innovation, competition and sustainable growth in the future (Christine, 2007. Relevant and accurate County records

are essential to preserving the rule of law and demonstrating fair, equal, and consistent treatment of citizens.

The County handles various vital records such as title deeds, contract documents, development plans and drawings, engineering drawings, human resource personnel, and general administration records. These records are crucial in supporting business transactions and in providing evidence of action that has been made on certain aspects in relation to its mandate. The County requires records in many areas which include health records, for example vaccination records, birth and death certificates, transport records, business records, for example business permits, rates and rental certificates, education and training records and many others. Thus for the City to provide efficient services, records must be available to support all functions.

1.2.3 The Governor's/Administration Sector

The Governor's/Administration Sector is made up of several departments which include; Administration; Audit; Procurement/Supply Chain Management; Legal Affairs; Investigation and Information Analysis and Security and Compliance.

The Nairobi City County Structure has placed the Records management Division under the Director County Administration who is answerable to the County Secretary as shown in Figure 1.2. The Division is mandated to spearhead the management of County records. It is the custodian of some County vital records which include Title Deeds, Agreements, Lease, Bonds, subject files and Minute books. Several Departments and sections depend on these records in their provision of service delivery to citizens. These

Sectors and Department include the City Planning, the City Engineer, Legal Affairs, Information and Investigation Analysis, Valuation and Rates Sections.
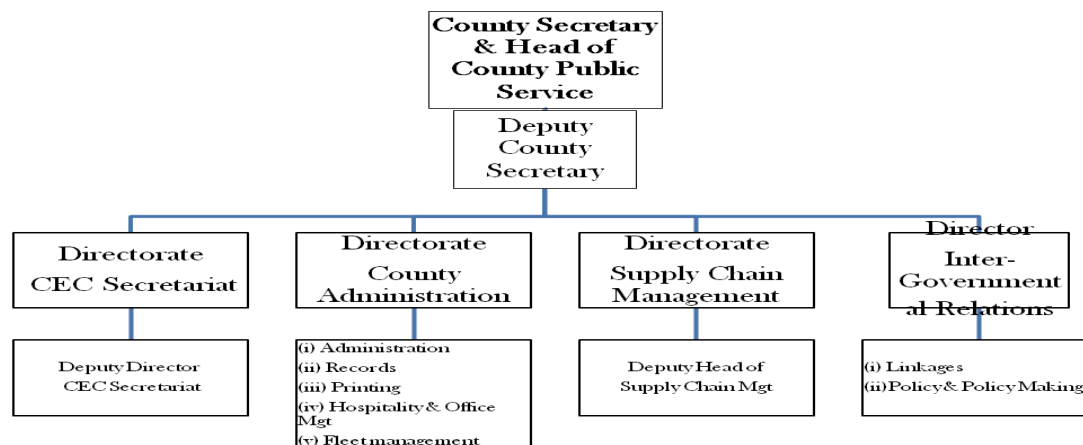
Figure 1.2: County Secretary and Head of County Public Service

Though other Sectors operate their own registries, this department takes the overall responsibility to ensure County records are well managed in a professional manner. The County Secretary approves budgets for any records activities to be conducted in the entire County.

1.2.4 The Information, Communication and E-Government Sector

According to Baron and Thurtson (2016), Kalusopa (2016), Shonhe and Grand (2018), a well-developed computer network enhances the flow of information between multiple users in an organization, as well as enhanced accountability and accuracy, resulting in less record tampering among the users. Automation assesses the extent to which an agency keeps in pace with developments and leveraging of Information and Communication Technology (ICT) in its business and service processes. The thrust of this indicator is on holistic approach to ICT development as a package of improvement of

speed and quality of service delivery, rather than soloed departmental activities (Performance Contract Guidelines for Nairobi City County Government for 2017/2018).

The Information, Communication and E-Government Sector functions include: Automation of all County services in order to provide enhanced operational efficiency and effectiveness in service delivery; Design and development of an interactive website through which information for public consumption can be uploaded thus provide a communication channel for exchange of views and opinions; Implementation of recommendations contained in the ICT Transformation Roadmap that is anchored to County Integrated Development Plan; Ensuring that the departments under the sector have aligned roles and responsibilities with the priorities and objectives set out in the Nairobi City County's policies and plans; Dissemination of public information and Public participation; Development of county communications capacity and infrastructure and County branding. This Sector requires proper records such as, E-payment modules, Market Rates, Vehicle Parking (Seasonal and Daily) payments, Ad manager, and Construction e-permits, HRMIS (Human Resources Management Information Systems), IS (Information Security), IFMIS (Integrated Finance Management Information Systems) and GHRIS (Government Human Resources Management Information Systems).

1.2.5 The Nairobi City County Lands, Physical Planning and Housing Sector

The Nairobi City County Lands, Physical Planning and Housing Sector has ten Departments which provide services to the citizens including; Rating and Valuation, Property Management, Forward Planning, Development Control, Urban Design, Land Survey ,Enforcement, Rental Housing Development & Management , Low cost Housing

and Slum upgrading. This Sector is tasked with providing decent affordable housing for the low-income earners in the city. For this Sector to offer the required services the right records must be created, used, maintained and made available for faster decision making and timely delivery of services to citizens. The Department requires property files and documents including title deeds, leases and allotment letters, approved plans, which will aid subdivisions, housing and roads development by the rightful owners. Proper lands and housing records can help reduce the issues of land grabbing, double allocations and corruption in the County.

1.2.6 County Public Service Management Sector

The County Public Service Management Sector has 5 Departments namely; Human Resource Management, Appointment and Retirement, Training and Development, Discipline, Salaries, Personnel Registry and Confidential Registry. The Sector has to comply with applicable laws and best practices with regard to the management, retention, and disposal of its human resource records in order to document its management decisions; provide historical references of employee, participant, and initiated transactions and events; demonstrate regulatory compliance; and enhance its operational efficiencies. The Sector uses different categories of Personnel records related to personally-identifiable information, such as name, date of birth, home address, emergency contact, National Social Security Fund number; Personnel records covering employment, position, classification, wage or salary, employee relations, performance management, training, organizational development, attendance and paid time-off usage and Medical records such as medical certifications, physician statements, and related

information that describe the health and medical history or condition of an employee or an employee's family members.

1.2.7 Finance and Economic Planning Sector

Finance and Economic Planning Sector has 7 Departments namely, Procurement of goods & services/ Supply Chain Management, Stores, Revenue mobilization, Rates, Debt Collection, Accounting Services and Technical Services. The Sector is required by law to keep financial records which are reliable and provide an accurate view of the County business. The sector should always maintain a record of expenses, a record of income, and a record of assets. Other records are account books, account statements, receipts, bills and shipping information.

1.2.8 Health Services Sector

According to Nairobi City County (2017), the County administration took office in April 2013 following Kenya's general elections in 2013, with the goal of making Nairobi "the city of choice for all to invest, work, and live in." Article 43 of Kenya's 2010 Constitution established a rights-based approach to health and provides for the devolution of health services to county governments. The National Government produced a proposed health policy framework that oversees health service delivery in accordance with the Constitution and Kenya's Vision 2030 in Session Paper number 6 of 2012.

The Transitional Authority formally transferred the following health service tasks to the Nairobi City County government through Legal Notice Number 137 of August 9, 2013, in accordance with the County Government Act 2012. Primary health care promotion; county health facilities and pharmacies; ambulance services, including emergency

response and patient referral system; licensing and control of undertakings that sell food to the public; waste management policies, standards, and regulations enforcement; and veterinary services; to carry out, coordinate, and manage veterinary services.

According to Marutha and Ngoepe (2017), it is impossible to overstate the value of medical records in the delivery of healthcare services. To evaluate the success of prior therapies and choose how to proceed, medical professionals require information regarding previous diagnoses, treatments, and prescriptions. Inadequate management of medical records makes it difficult to obtain them, which makes it difficult for hospitals to provide healthcare services or causes those services to be provided erroneously, especially for chronic patients.

In most instances, hospitals and healthcare professionals struggle to access the medical information in their custody, because the records are not properly preserved for timely accessibility (Marutha, 2018).

Marutha (2021), Preservation of medical histories records is very crucial to patients' healthcare quality since when preservation is not being discharged properly; medical histories records are either inaccessible or difficult to access, which has a detrimental effect on the healthcare services provided to patients.

Health Services Sector delivers several services to the citizens which include; Preventive, Curative and Protective, Reproductive health services through a network of over 80 health centers and three hospitals spread across the city, Paternity Care, Public Health Inspectorate, Epidemiology and Disease Control, Building Occupation Certificate, School Health, Mortuary and Funeral, Nursing, Ambulance, Nutrition, Inoculationand

Training. Health records play an important role in modern healthcare. They have two main functions, which are described as either primary or secondary. The primary function of healthcare records is to record important clinical information, which may need to be accessed by the healthcare professionals involved in your care.

Nairobi now has a total of 80 health facilities all offering free medical services. This includes Pumwani Maternity that offers free maternity services to expectant mothers, Mama Lucy and Mbagathi Hospitals which have transitioned to the Nairobi County Health Services. Among the 80, there are 52 immunizing facilities, 38 centers offering curative services and 3 facilities which were built using CDF funds and have been handed over to the County Government. There are also special clinics offering diabetes treatment, elderly and epilepsy clinics.

Other services delivered by the Health Sector include; burial of the destitute, inspection of buildings and building plans, inoculation services for international travelers, registration of births and deaths occurring in Nairobi, food quality control, issuance of medical certificates to food handlers, vector and rodent control, disease outbreak surveillance, health certificates for institutions, immunization, dental services, training of health workers and comprehensive care for HIV/Aids. The department has computerized records for food handlers which has enabled them to know who has not paid or when licenses expire.

1.3 Statement of the Problem

Various government ministries all over the world have been facing challenges in the management of records and, consequently, this has affected the quality of public

service delivery (Abuki 2014; Mampe & Kalusopa 2012; Marutha 2011). According to According to Elijah Nyamberi (2022), failed records systems in the central government were imposed on the newly established county governments.

Recent audits carried out by among others the Central Government agencies such as Ethics and Anti- Corruption Commission (2007) and Transition Authority and Kenya National Archives and Documentation Service (2015) established that: The revised County Records Management Policy and Procedures Manual have not been adopted for implementation, The County lacked an Electronic Records Management System, inappropriate space, equipment for staff and records, no capacity building for records staff and citizens are not satisfied with the services offered by the County, all of which adversely affect service delivery at Nairobi City County. According to Nairobi City County Stakeholders' Dialogue (2017), the County had been unable to effectively implement assets management due to poor documentation and record keeping. Hence, the study sought to fill the gaps identified by these audits by suggesting ways in which records management can be improved for efficient service delivery at Nairobi City County.

1.4 Aim of the Study

The Aim of the study is to assess the role of records management in supporting Service Delivery in Nairobi City County Government with a view to suggest ways in which records management can be improved for effective service delivery.

1.5 Objectives of the Study

This study was guided by the following objectives namely:

i) To establish the state of records management at Nairobi City County,

ii) To determine the resources provided towards records management and the adequacy of these resources,

iii) To establish the contribution of record management towards service delivery.

iv) To determine the perception of the public towards records management and service delivery.

1.6 Research Questions

This study was guided by the following research questions:

i) What is the state of records management at Nairobi City County?

ii) What resources are provided towards proper records management in Nairobi City County?

iii) What is the contribution of records management towards service delivery at Nairobi City County?

iv) What is the perception of the public towards service delivery and records management at Nairobi City County?

1.7 Significance of the Study

The study is important in that it seeks to develop records management and service delivery strategies which will ensure sound records management and improved service delivery at Nairobi City County Government.

1.7.1 Theoretical Significance

The study findings will greatly contribute to the existing theories and knowledge in the field of both records management and service delivery. It will also contribute to the development of strategies to improve records management and efficient service delivery.

1.7.2 Practical Significance

The study will reveal whether records management supports service delivery. It will also reveal the state of records management, the provision of resources, challenges and suggest solutions.

1.7.3 Policy Related Significance

The study will help the Nairobi City County to adopt the best laws, policies, procedures, regulations and standards required to manage records in support of service delivery. It will help the County to review and implement all required records management and service delivery policies. The study could be used to help develop a records management organizational structure and program which will ensure that records are managed properly to support service delivery in the County.

1.8 Assumptions of the Study

The study was based on numerous assumptions. To begin with, although service delivery is the core function of Nairobi City County government, staff in various departments does not find records management to be of importance towards ensuring efficient and effective public service delivery. In addition, most staff managing records or in charge of records management functions at Nairobi City County lack adequate skills and knowledge in records management and are not adequately trained to properly carry out their duties.

1.9 Scope of the Study

Nairobi City County has 13 Sectors which deliver services to the citizens. However, this study will cover 6 Sectors at the County headquarters which are located at City Hall and City Hall Annex only. These Sectors are; Administration; Information, Communication and E-Government; Lands, Physical Planning and Housing; Public Service Management; Finance and Economic Planning and Health Services. The 6 Sectors were chosen because they are key in using County records in support of service delivery to citizens.

1.10 Limitations of the Study

Obtaining information at Nairobi City County Government has always been difficult due to the perception of the public on corruption, poor service delivery, ghost workers among others. The study was therefore sensitive since it was centered on records created and maintained by Nairobi City County Government staff.

To mitigate that, the researcher conducted an initial records survey which ensured the proper records required to support service delivery were identified. The researcher also got an authority and introduction letter from the Public Service Management, Human Resource Training and Development Department and approved by County Secretary and Head of County Public Service to all Sectors which ensured that she got access to all records as a way to overcome the limitation. The researcher also addressed this limitation by undertaking proper sampling procedures of the units and departments to ensure that all records within the population of the study were captured.

1.11 Chapter Summary

This chapter provided background to the study, statement of the problem, aim of the study, specific objectives of the study, research questions, study assumptions, significance of the study, scope of the study and limitations of the study. Definitions of key terms were also presented.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The review of related literature in the areas of records management, service delivery, and the function of records management in assisting service delivery is presented in this chapter. The review of the literature includes works that are relevant to the study's theoretical framework and models for records management and service delivery.

2.2 Theoretical Framework

Depending on the methodology used and the context of the discussion, the word "theory" has a number of diverse meanings in various disciplines of knowledge (Douglas, 2008). However, a number of authors have provided definitions of the word theory from both a scientific and a non-scientific perspective (Eagleton, 2008). Their definitions' main idea is that a theory is a collection of hypotheses, presumptions, or propositions that are connected logically or mathematically and provided as a general explanation for a large range of related natural observable events. Model and theory are typically used synonymously in records management. This is further underlined by Rodrigues, Ngulube, and Chaterera (2013), who find that the term "model" is frequently substituted for or used in place of "theory." In that sense, they are both used equally in this study. The Records Continuum Model and the Service Quality (SERVQUAL) Delivery Model were particularly pertinent and significant to the investigation.

2.2.1 The Records Continuum Concept

The records continuity debate is credited to have been started by Ian Maclean in the past (Upward 2000).As Australia's National Archivist, he thought that the duties of archivists and records managers were entwined and that there was continuity between records management and archives. Because of this, the two professions came into contact due to the requirement to manage recorded data. 'Continuum' was suggested as a term for Maclean's idea by Canadian archivist Jay Atherton. Atherton (Upward 2000) made the first attempt to distinguish between the Records Life-Cycle and the Records Continuum.

Standards Association of Australia (1996) described the records continuum as "a consistent and coherent regime of management activities from the moment of record creation (and before creation, in the design of records keeping systems), through to the preservation and use of records as archives."Since operations in the continuum model that produce records are the focus of the records management process, it is seen as a continuous activity (Bantin 2002). According to Shepherd and Yeo (2003), the records continuum model was specifically created in the 1980s and 1990s. The pre-natal phase is how Flynn (2001) describes this design phase. During the creation of the records keeping system, records managers and archivists evaluate the documents and choose which records would best serve an organization's operations.

The Records Continuum approach is culturally focused, as Upward (2000) acknowledges. In his own words: "We adapt our in-depth knowledge in ways that are acceptable to our communities of practice." Australian usage of the word continuum undoubtedly has a cultural component (Upward 2000). Because of this, the Continuum Model shouldn't be

viewed as a paradigm shift in record management. Instead, it should be seen as a change in the way records are managed culturally. The model is crucial, though, because it emphasises how cultural context affects how records management operations are often carried out, making it clear that there is no one model that works for all situations. In this sense, records management cultures ought to make an effort to satisfy the requirements of the setting in which records are produced and consumed.

Frank Upward (2000), offered a variant of Records Continuum Model that he considered a paradigm shift. It consists of four dimensions and four continue axes. The four dimensions are Create, Capture, Organize and Pluralize while the four axes are Identity, Transactional, Recordkeeping and Evidential, as shown in Figure 2.3.
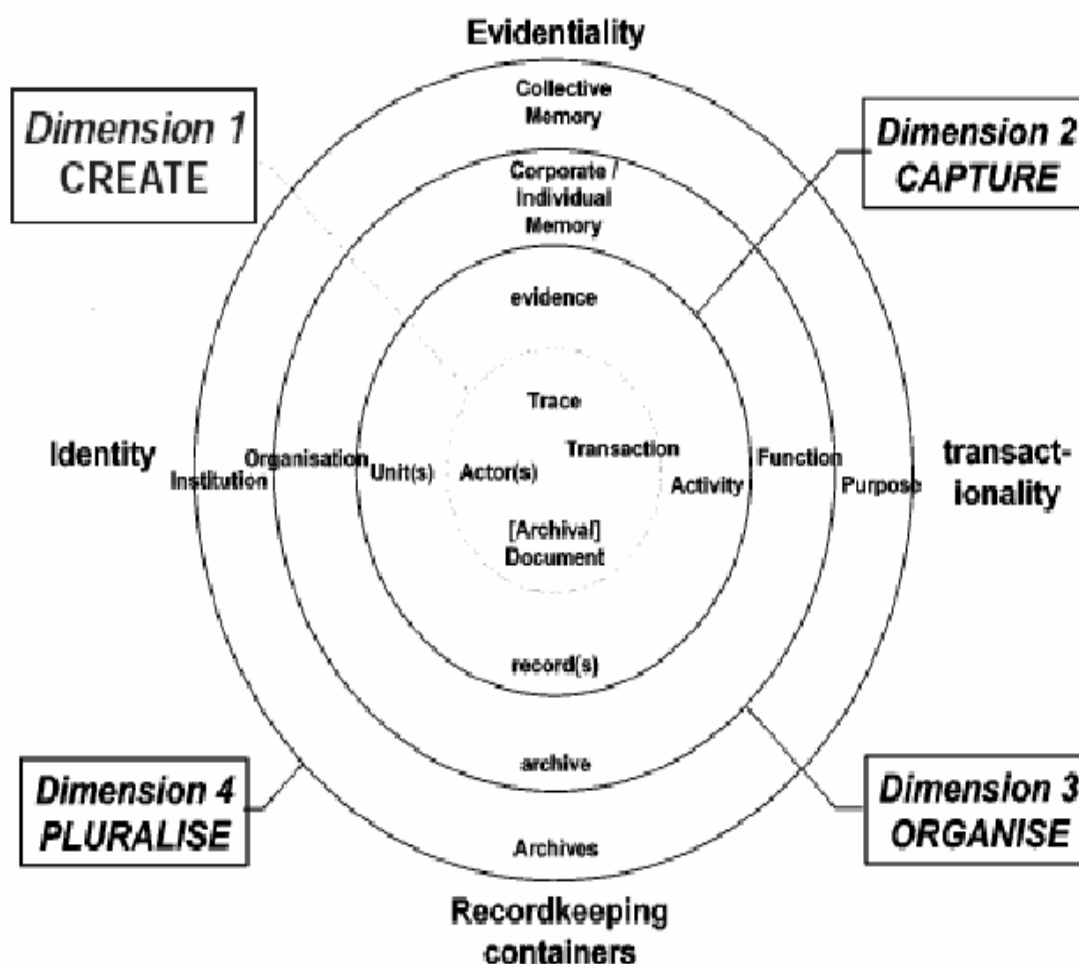
Figure 2.1: The-Records-Continuum-Model-Upward-2000

Activities that occur in these dimensions across the axes are explained as follows:

(a) Dimension 1, Create.

A document is formed as part of an instantaneous and minimal information process at Evidentiality and Transactionality, and this is reflected in the document's structure, content, and possibly even order within the immediate context of production., a document is produced and entered into some sort of information system at Recordkeeping, and

someone (someone) decides to carry out an action that produces some sort of recorded information at Identity.

(b) Dimension 2, Capture

Records are managed under Transactionality as part of an activity carried out by a group within an organization, under Evidentiality as proof of the activity that led to their creation, under Recordkeeping as they are entered into a recordkeeping system, and under Identity as they are stored in and accessed by a group of individuals.

(c) Dimension 3Organize

Records are managed in accordance with organizational contexts at Transactionality, Evidentiality, Recordkeeping, and Identity. At Transactionality, records are managed as part of a function carried out by an organization. At Evidentiality, records are organised and managed as evidence of their function(s) and serve as organisational memory.

(d) Dimension 4Pluralize

Records are managed according to their ambient function(s) or societal purpose(s) in Transactionality, Evidentiality, Recordkeeping, and Identity. Records are pluralized by demonstrating their ongoing value as collective memory by being included in archival systems that keep records after the life of an organization, and Evidentiality, Identity, and Recordkeeping.

The records continuum model places a strong emphasis on the collaborative nature of the design phase, in which archivists or records managers and system designers collaborate to create the system, as well as on the participation of both archivists and records

managers in the continuum of record keeping. The model also takes into account the fact that records live on after entering the non-current phase of their life cycle.

One could also argue in favor of the participatory approach that records may vanish in the subsystems without the involvement of archivists and records managers during the system design stage due to a lack of records management and archival knowledge on the part of corporate information system designers. Additionally, some records may not be included in the system if records management experts are not involved in the design phase. Despite its importance, the records continuum hypothesis should only be applied sparingly.

According to Luyombya (2010:40), the four layers of the records continuum model are as follows: Providing records of the transactions relating to or supporting organisational actions is the focus of dimension 1's records management, which aims to produce reliable evidence of such acts; Dimension 2, Capture: To create control of records by methodically organising and characterizing them, recordkeeping systems are responsible for maintaining logical groups of transactions and records series documenting processes; Dimension 3: Organise: documents are managed for best maintenance and usage, while archival documents are documented to permit their ongoing control. Dimension 4, Plural: Archival records are managed for the best possible preservation and usage, frequently beyond the organisational business reasons for which they were generated, as opposed to records, which are physically controlled by destruction or disposal to archives.

The records continuum model, according to Karabinos (2015:11), provides a layered, interconnected model to depict the records' fluid flow between dimensions. The unidirectional features of the life-cycle theory are improved upon and moved forward by the model. According to Rotich et al. (2017:132), the records continuum is an organised system of management practices that starts with the design of recordkeeping systems and concludes with the preservation and use of records as archives.

The records continuum model, as opposed to the records life-cycle theory, is more useful for understanding the complexity of record-keeping, according to Kemoni (2008:105). To keep documents and archives in both paper and computer form, this paradigm is widely utilized. Additionally, it makes it possible for records managers and archivists to actively take part in managing every phase of a record's existence. Additionally, because numerous stages may take place simultaneously, the records continuum model is not linear. "A more progressive way of dealing with the management of the entire information/records continuum" is how Svärd (2013) describes it.

The continuum theory focuses on how records are managed from creation to disposal from present systems, whether by long-term preservation in an archive or annihilation. The latter deconstructs the custodial mentality, which is thought to be unreachable in the digital era, and further supports the involvement of both records managers and archivists in the continuity of managing records. This is the main distinction between the two ideas.

According to the continuum notion, four actions—identification of records, intellectual control over them, granting access to them, and physical control over them—continue or repeat throughout the life of a record. The Continuum notion is a method for managing

records that is consistent and logical from the construction of record-keeping systems through record generation and preservation to record retention and use as archives. The continuum approach contends that it is not necessary to establish a strict boundary between records management and archives management. Table 2.1 below provides a summary of these four steps.

Table 2.1: Four Actions of Records Care

Process	Records management actions	Archives management actions
1 Identification and acquisition	Creation of receipt	Selection or acquisition
2 Intellectual control	Classification within a logical system	Arrangement and description
3 Access	Maintenance and use	Reference and use
4 Physical control	Disposal by destruction or transfer as archives	Preservation

A comprehensive model has been created from this guiding principle. The continuum's pattern is reflected in the model. Four actions cross the traditional line separating records management from archive administration and continue or recur throughout the life of a record. These include the making or acquiring of the record, its placement in a logical, documented system that governs, arranges, and makes it easier to retrieve it over the course of its life, its appraisal for continuing value, recorded in a disposal schedule, and given effect at the appropriate time by appropriate disposal action, as well as its upkeep and use whether it is used by its author or a successor in function or by a third party, such as a researcher or other member of the public, and if it is kept in the creating office, a records office, a records centre, or an archival repository.

The continuum paradigm supports a records management procedure in which archivists and records managers collaborate to manage recorded data across time. In contrast to the life cycle, which was based on paper records, the continuum approach is therefore better suitable for managing electronic records (Xiaomi, 2001). The Records Continuum picture aids in our comprehension of the nature and application of recordkeeping in our societies and organisations. In order to capture and manage records for as long as they are needed to satisfy corporate, regulatory, social, and cultural requirements, it provides an overview of an effortless and dynamic recordkeeping regime that spans time and geography. It contrasts from and complements the Records Life Cycle idea, which highlights several phases in the usable life or span of a single record or specific bodies of records under control, in that it tackles the entire enterprise of recordkeeping. Its depicted operations can occur over a long period of time, sequentially or concurrently, and in actual or virtual contexts.

According to Mckemmish (1997), a continuum is something continuous from which it is impossible to discern individual pieces, or a continuous flow of materials into one another, which is different from the records continuum and the records life cycle. The idea of the life cycle can be compared to the idea of the records continuum. The life cycle model asserts that there are various stages to recordkeeping and draws a distinct distinction between current and historical recordkeeping. The records continuum, on the other hand, has given Australian records managers and archivists a way to consider how to merge recordkeeping and archiving practices.

The continuum model is a proactive, systems-based approach to records management that fundamentally changes the role of recordkeeping, according to Rotich et al. (2017:32). The IRMT (1999) determined that the continuum concept, as opposed to the lifespan theory, was the best method for keeping both electronic and paper records because it enhances responsiveness, increases efficiency, and meets user needs. According to Oliver, G., and Foscarini (2014), records across all four dimensions thus serve as accounting of transactions between diverse stakeholders, as evidence of identity, as proof of activities, and as archive general records on a continuous and constantly changing basis.

In order to maximize an organization's administrative return, the records continuum model prioritizes social responsibility and accountability and places record-keeping in a key position. In contrast to being just technical staff and solely handling passive, operational obligations, clerical and archive personnel are given an active role as managers of recordkeeping actions, coordinators, policy makers, and supervisors (Lemieux 2017). This is done to preserve organisational effectiveness and efficiency as well as collective social memory (Brothman, 2006). According to Klareld (2018), the records continuum model has also been used as a technique for combining the processes of transactions and documentation, as well as a tool for emphasizing the context of the documentation process, and as a tool for the examination of the development, capture, and organization-related processes.

The continuum model, for instance, supports the idea that records are crucial for maintaining collective memory in organizations. The continuum model also emphasises

the need for a dynamic, adaptable, and seamless records management system that is unrestricted by linear time or space phases (Svärd 2013:162). The continuum model can assist with the development of archival electronic information systems in the digital era in the interim. Svärd (2013) asserts that this model is adequate for "the contemporary use of records, and justifies their long-term preservation for smart organizations" and that it "allows for unending circular and recursive processes." Additionally, according to Upward (1996), the records continuum model highlights the general purposes for why records are kept at all and serves as a reminder to all stakeholders of the critical roles they play, both inside and outside the parameters of their immediate recordkeeping responsibilities, in ensuring the accessibility of true and reliable records for the benefit of the entire community.

2.2.1.1 Application of the Records Continuum Model to the Study

The four dimensions of the Records Continuum model, create, capture, Organise, and pluralize, are pertinent to the study in the following ways:

Dimension 1,this statement is true insofar as records are produced, acquired, or sought to support the provision of services at Nairobi City County. County records are thus created or received at the start of the chain of service delivery. The County now decides which service will be offered to the general public. It might also be the time when members of the public are applying for County services, such as land title deeds, water service, health service, landing zones, and others.

The second dimension, capture, is equally applicable to county records management processes and ongoing activities where records are kept and used as proof of completed transactions. These documents may include, among others, land development records, certificates of rate payment, paid salaries, and receipts for parking your automobile. Action officers currently use records created at dimension 2 to continue providing services to the general public.

Records for many functions have become semi-current and are kept for the County memory in Dimension 3, which is the Organise stage. Some of these documents were archived and are now less frequently consulted when making decisions to support ongoing and upcoming service delivery activities. These County archives are used as a resource if similar needs that are connected to the past service arise. These are also used to protect the County against legal action. This indicates that ongoing service delivery is supported by the use of such records.

Because the County is the stage at which the County archives are preserved as a collective memory for the County and Nation, Dimension 4, which is Pluralize, is also applicable at the County. The County refers to these archives when the public requests future services, which implies that new records are created for new services as a result. This demonstrates how archives are used to support new services, which creates records. This demonstrates how the records continuum paradigm can benefit lifelong service delivery and records management. This guarantees that each piece flows into the next. Examples of such ongoing record-keeping at all stages can be observed in the real estate and housing industries. Land can sit fallow for years after a Title Deed is granted for it,

but one day the owner asks for sub divisions, using the old Title Deed to create new Title Deeds that have been divided. Additionally, these documents must be utilized when applying for developments and paying rent and rates.

Records continuum thinking, according to Mckemmish (1998), is concerned with ideas about the purpose of recordkeeping that derive from this overarching concept in five critical areas: Second, there is a connection between recordkeeping and accountability in the sense of holding one another accountable for our actions, which includes social, cultural, business, and historical accountability. First, there is the role that records play in governance, in governing interactions between individuals and groups, and as tools of authority.

Third, keeping records helps create corporate and communal memory, especially when they capture experienced knowledge. Recordkeeping may be seen of as a form of witnessing because it serves as proof of both individual and group identity. Fifth, records can be employed as sources of information with additional value and used as an asset, which leads to the creation of new records. The Continuum Model was chosen as the theoretical framework for this study since the researcher discovered that it may be utilized to manage records and archives as well as paper and electronic records.

The SERVQUAL paradigm was first introduced in the study by Parasuraman, Zeitham, and Berry (1985), which was based on the expectation-perception gap paradigm. The model by Parasuraman, Zeitham, and Berry describes the discrepancy between consumer expectations and perceptions, which in turn depends on the size and direction of the four gaps associated to the delivery of service quality on the marketer's side.

The idea has drawn considerable attention and dispute in the research literature because it is difficult to define and evaluate service quality and because there is no broad agreement on either (Wisniewski, 2001). The definitions of the phrase "service quality" are also rather varied. The definition of service quality that is most frequently used is the extent to which a service satisfies a customer's wishes or expectations (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994; Asubonteng et al., 1996; Wisniewski and Donnelly, 1996).

Service quality may also be defined as the discrepancy between what clients anticipate from a service and what they actually receive. Customer dissatisfaction happens when expectations are too high and perceived quality is substandard (Parasuraman et al., 1985; Lewis and Mitchell, 1990).

Lewis and Booms (1983) defined service quality as an assessment of how well the level of service meets the client's expectations. Consistently exceeding customers' expectations is necessary to deliver outstanding service.

.According to Parasuraman et al. (1985, 1988) and Lewis and Booms (1983), "Service quality perceptions result from a comparison of consumer expectations with actual service performance." To bolster the aforementioned assertion, Parasuraman et al. (1985, 1988) proposed the SERVQUAL scale for assessing service quality. Cronin et al. created four alternative service quality measurement models in 1992: SERVQUAL, SERVPERF, Weighted SERVQUAL, and Weighted SEVPERF. However, SERVPERF was considered to be the most robust of the four models.

Initially, SERVQUAL was calculated using 10 components from the service industries. Dependability, responsiveness, competence, access, courtesy, communication, credibility, security, comprehension of the client, and tangibles to measure the gap between customer expectations and experience were the characteristics of service quality that were considered.

The SERVQUAL's ten components were reduced to five dimensions in 1988 (RATER). The following are the five Key SERVQUAL dimensions:

1. Responsiveness

You may show your clients that you are concerned about their problems and actively looking for solutions by being responsive. This criterion evaluates a company's ability to successfully handle customer complaints, respond to customer complaints quickly, and show a desire to work with customers to meet their demands (Parasuman, 1988). In other words, responsiveness is the degree to which banks fulfil customer requests. In the hurried world of today, it's imperative to address client concerns and complaints very away. Being responsive is important, even when clients are slow to reply. Respond as soon as you can to let clients know that you are, at the very least, processing their request.

2. Assurance

Customers can believe in the calibre of the firm's services because of this element's ability to establish credibility and trust, which is achieved by professional services, superior technical expertise, a courteous attitude, and effective communication skills. Employee knowledge, civility, and the capacity to inspire confidence are all components of assurance. Customers anticipate that businesses will be industry leaders in the services

they provide. Customers are reassured that they can trust you when you demonstrate your competence, whether you do this by showcasing your qualifications and sector expertise or by including user reviews. When clients have several options yet are unsure of who to trust when making a purchase, assurance is important. Let's say you manage an online store, for instance. In that case, customers are bombarded regularly with ads from potentially untrustworthy online shops all day, so you need to determine how to set yourself apart and gain consumer trust.

3. **Tangibles**

The physical look of buildings, machinery, people, and communication tools is known as "tangibility." The images of the premises, machinery, staff attitudes, resources, instruction manuals, and information systems of the bank are tangibles (Parasuman, Zeithaml, and Berry, 1985). According to Sureshchandar, Rajendran, and Kamalanabhan (2001), the tangibles are the effects of physical facilities, equipment, employees, and communication materials on customers. Employees and customers are immediately impacted by the environment, also known as the services capes, in physiological, psychological, sociological, cognitive, and emotional dimensions (Sureshchandar, 2001). Customers frequently want spick-and-span establishments and stores, well-groomed and tidy workers, and professionally written and produced products like menus, websites, and signs. Paying attention to appearance might show that your business values consumer comfort. Even though it is not the most important aspect of service, aesthetics does have an impact on how people view your company, particularly if your brand promises a premium or luxurious experience.

4. Empathy

In order for consumers to feel like 'guests' of the business and always welcome at any time, wherever, sympathy is the caring, concern, and finest preparation for them. The key to this achievement lies in human aspects, and the more consideration the bank shows for its customers, the better it understands them. Customers want to establish a relationship with your company; they want to feel like they are more than just a transaction. Even if you offer the best goods or services available, you might not live up to your customers' expectations. To demonstrate empathy for customers, make sure your business demonstrates your concern. You can go above and beyond expectations by teaching staff members how to give exceptional, sympathetic service that frequently involves smiles and pleasant conversation.

5. Reliability

Reliability, according to Parasuman, Zeithaml, and Berry (1985), shows the ability to provide services accurately, quickly, and truthfully. This demands consistency in service delivery, adherence to contracts, and client promise fulfilment. If you fulfil your promises on time and as promised, your clients will respect you more. They want to be able to rely on your business to deliver a useful good or efficient service, to get help when they need it, and for everything to happen quickly. The desire of clients to trust the businesses they do business with is at the heart of this dimension.

Providing outstanding customer service is crucial in the competitive business world of today. Your customers will continue to use your services if your business is effective in achieving this. You won't have a good picture of the level of service you are currently providing to customers if you don't measure service quality. Since your business is profitable, it is safe to presume that you are aware of the exceptional calibre of your offerings. Even a sizable clientele does not ensure excellent service (Brittany Klokkenga, 2020).

2.2.1.2 Application of the SERVQUAL Delivery Model to the Study

Nairobi City County can adopt the five Key SERVQUAL components in records management to support service delivery as defined in the County Quality Policy Statement. In order to better meet the needs of its customers, the Nairobi City County promises to coordinate and improve the delivery of its services. The County must adopt an attitude of teamwork and partnership in order to fulfil this goal. They must: Focus on the consumers by understanding their problems and requirements; Improve service delivery by using results-based management (RBM); Adhere to the requirements of the quality management system and continuously improve its processes; Establish and review the quality objective on a regular basis to reflect the changing needs of the target audience. The Nairobi City County must routinely examine and assess its fitness in order to maintain. The five Key SERVQUAL dimensions are incorporated into the County Policy Statement to: Response time: The County Sectors must act quickly to meet the needs of their clients. The records officers must then maintain accurate records and make them available in order to assist providing services to clients. Assurance is the capacity of County employees to foster trust and confidence via their professionalism and courtesy.

Physical infrastructure, tools, people, and communication devices are all examples of tangibles. Reliability is the capacity to consistently and accurately provide the promised service. The provision of compassionate, individualised attention by the County to its clients is another concern of services.

Berry (1986) asserts that in order for a firm to succeed in a competitive market, it must ensure the quality of the products and services it provides. The standard of those services is a critical consideration for all of these firms because some businesses only provide services. The availability of a wide range of items by other retailers, such as supermarkets and department stores, makes service quality a crucial tool for competitive differentiation. Businesses that just offer services, like telecommunications companies and airlines, have little to offer if their quality is subpar (Berry, 1986).

SERVQUAL, according to Parasuraman et al. (1988), is a multiple-item scale with high reliability and validity that helps companies better understand how customers perceive their services and how to improve their offers. According to Parasuraman et al. (1988), the expectations/perceptions structure employed by SERVQUAL "provides a basic skeleton through statements for each of the five service quality dimensions." When necessary, the skeleton can be expanded or changed to fit a certain organization's preferences or particular research needs.

SERVQUAL operates at its peak when used to track service quality trends and in conjunction with other techniques for service quality monitoring. By averaging the various scores on each of the parts that make up the five service dimensions, SERVQUAL is also used to evaluate the firm's quality in relation to those dimensions (Parasuraman et al., 1985). The average rating across all five categories would serve as a comparable gauge of service quality. One use of SERVQUAL is figuring out how the five variables that affect consumers' opinions of overall quality are weighted compared to one another. According to each customer's specific SERVQUAL score, a firm's clients are divided into various perceived-quality divisions (Parasuraman et al., 1988).

Table 2.2 Mapping Theories to Objectives. Source: Author

OBJECTIVE	THEORY	KEY ELEMENTS
i) To establish the state of records management at Nairobi City County,	**Records Continuum Model**	**Dimension 1 create** County creates, produces or receives current records such as Title deeds, medical certificates and appointment letters as **response** to requested services. **Dimension 2 capture** County uses and maintains reliable records for Rent and rates payment receipts, licenses and certificates. **Dimension 3 organize** County records have become semi-current. Such records include appointment letters, pay slips, lease, bonds etc. **Dimension 4 pluralize** County archived records are sought and used again to provide new services which leads to the production of current records and thus continuum concept. Such archive records include title deeds, lease etc.
ii) To determine the resources provided towards records management and the adequacy of these resources,	**Records Continuum concept** **SERVIQUAL Model**	For records to be in good state, reliable and available, the County uses resources such as staff, storage space and equipment, record management units and stationery The county uses the semi current records for legal services, compensation, promotions, pension etc. This calls for SERVIQUAL empathy and assurance to those who seek these services
iii) To establish the contribution of record management towards service delivery	**Records Continuum concept** **SERVIQUAL Model**	**Dimension 3 organize** County records have become semi-current. Such records include appointment letters, pay slips, lease, bonds etc. The county uses the semi current records for legal services, compensation, promotions, pension etc. This calls for SERVIQUAL empathy and assurance to those who seek these services
iv) To determine the perception of the public towards records management and service delivery.	**Records Continuum concept** **SERVIQUAL Model**	**Dimension 2 capture** County uses and maintains reliable records for Rent and rates payment receipts, licenses and certificates. Public requires and needs **Assurance** of tangible services e.g houses, roads, rail and market stalls.

2.3 Review of Related Literature

2.3.1 Records Management

All papers that organizations or people produce or receive as part of administrative and executive transactions are referred to as "records" in this definition.   The records themselves are either a component of or proof of such transactions. They are then kept as evidence by or on behalf of individuals in charge of the transactions, who do so for their own future use, the use of their successors, or the use of anybody else who has a legitimate interest in the records. Records are not created in the interests of or for the information of archivists or future researchers, even though they may ultimately have important research value (IRMT, 1999).

There are many different types of records. The majority are still written on paper and are typically organized methodically in the form of correspondence, minutes, reports, and notes. Information may also be kept in written form in ledgers, registers, notebooks, appointment diaries, and other books, or it may take the shape of maps and plans (cartographic records), architectural and engineering drawings, photos (iconographic records), or printed out computer files. These documents may be typed (typescript), printed, or handwritten (manuscript). According to (IRMT, 1999), records have four crucial properties or attributes. They have authority, are distinct, authentic, and have a static form.

Records Management's primary concern is the efficient, effective and economical management of information. The guiding principle of Records Management is to ensure

that information is available when and where it is needed, in an organized and efficient manner, and in a well-maintained environment (Bowen 2006).

Bowen (2006) adds that although being more crucial than ever in today's litigious society, records management is nevertheless underappreciated and underfunded at all levels of government. A good records management strategy pays for itself. It pays off by boosting staff productivity, establishing a legal framework for how an agency carries out its daily objective, and enhancing customer service.

The goals of records management are to establish policies and procedures, assign roles for records management at different organisational levels, establish best practices, process and maintain records in safe and secure storage, implement access policies, implement a records retention and disposal policy, integrate records management into business systems and processes, and assign, implement, and administer specialized systems for managing records.

Current methods and practices of records management have been criticized by Foscarini (2010) as showing inadequate understanding of 'human activity systems', meaning that records managers are truly operating as 'mediators' among several complex and interacting factors. The records managers' critical task is to gain adequate understanding of what is going on in terms of business activities. Foscarini (2010) has also posited a need for alternative, 'softer' approaches to the analysis of organisational functions, structures, agents, and artifacts. These may fruitfully complement the 'hard', engineering-like approaches typically drawn upon by information and records specialists.

According to certain reports (Lappin, 2010; Kallberg, 2012; Harries, 2012), records management as an organisational function is generally at a turning point. Records management standards already in existence, such ISO 15489 (International Organization for Standardization, 2001) and Modular Requirements for Records Systems (MoReq, 2010), serve as the main pillars of records management practices. The field of records management is highly regulated. The user perspective has largely gone unnoticed as its rules and processes have been designed to satisfy various statutory requirements relating to accountability and reliability.

According to Ismail and Jamaludin (2011), other professionals are given the tasks and responsibilities of managing the records in an organization instead of competent records experts. Furthermore, they claim that in order to implement records management Programmes effectively, records and archival abilities are necessary and perhaps essential. The problem for records professionals is the manner that evolving technology is affecting how records are produced and kept. Professional information-system analysis and design, business and management abilities, in addition to competence in records administration, are prerequisites.

Cunningham (2010) questions if records managers have slipped behind in information technology by a number of years. He claims that they appear to be concentrating on the strategies that were successful in the previous conflict; for instance, they demand that email be printed out and filed as in the past or that end users categorise information using a thousand-line retention plan.

According to Harries (2012), there appears to be a professional crisis taking place in the records management industry. The field of records management is in quest of its identity and is fighting for acceptance of the value that its practitioners feel they bring to the company. Records managers are now compelled to align themselves with information management and seek out partnerships with IT specialists.

Effective records management procedures are crucial for a company's success from a variety of perspectives, including risk management and client satisfaction. Every firm has to safeguard its information assets, and effective records management may help. According to Wettenhall\ -/ (2011), maintaining accurate records is an investment in memory. If we do not consider the retention of useful knowledge to be an important issue when taking other actions, it may simply evaporate.

2.3.2 Benefits of Records Management

Records can be used to assist decision-making, accountability, and corporate operations. The organisation can preserve well-organized records for their business with the help of proper records management. This is because properly organised records make it possible for an organisation to locate the appropriate information quickly and thoroughly, perform its duties successfully, efficiently, and accountable, support the organization's business, legal, and accountability requirements, ensure that business is conducted in an orderly, efficient, and accountable manner, and ensure that services are consistently provided. Protect the interests of the organisation and the rights of employees, clients, and present and future stakeholders; support and document the organization's activities, development, and accomplishments; provide evidence of business in the context of cultural activity;

and contribute to the cultural identity and collective memory of the country (National Archaeology).

According to Bhana (2008:7), record keeping is an enabler since it makes tasks like audits and financial management possible. Those businesses or government agencies that maintain accurate records are rewarded with a number of advantages. These benefits include, but are not limited to, easy retrieval and access to records, ability to prevent and track fraud and corruption, ease to follow informed problem solving and decision-making and the protection of organizations against legal charges/claims(litigations).

(a) Accountability

According to Thurston (2005) and Bhana (2008), government accountability is an initiative that needs to be supported by an availability of reliable and accessible information.

(b) Easy retrieval and access

Thurston (2005) and Iwhiwhu (2005) underscore that reliable, timely and accessible records should make available information about administrative actions, such as resources received, committed or spent resources, which facilitate and simplify accountability.

(c) Administrative governance

Records are also kept for administrative, historic and archival values of certain records (Chachage and Ngulube 2006). The organisation also needs to come up with a mechanism to check its compliance with policies and procedures for better administration.

(d) Tracking of fraud activities

An anti-corruption effort is one of the initiatives introduced to enhance economic performance, increase accountability and strengthen civil society which depends on proper records keeping. One of the key tools in preventing and tracking fraud and corruption is proper records management. Sound records management is therefore necessary to "root out corruptions and malpractices" (Wamukoya and Mutula 2005).

(e) Problem-solving and decision-making

Ngoepe (2004) and Thurston (2005) state that in the absence of functional records management, decisions are made without full information since decision-makers would be lacking the required details for an informed decision. This opens opportunities for corruption or collusion between organizational staff.

2.3.3 Records Management in Africa

Research, particularly that from the World Bank and the UN, supports the idea that developing nations are actually plagued by subpar record-keeping, governance, and service delivery practises (Bannon 1999). Despite the fact that many African governments are willing to acknowledge that they have a problem with record keeping, few will accept responsibility for poor governance and subpar service delivery. This is so because the majority of African leaders view records management as primarily an administrative issue and not necessarily a political one, while governance and service delivery are seen as being political.

There is ample evidence that many emerging nations have serious record-keeping issues. The administration of justice is severely compromised as a result, and government

revenue cannot be fully collected because the records on which their calculations must be based are either incomplete or never created. As a result, effectiveness in public administration is directly undermined in a number of ways. Furthermore, accurate auditing is all but impossible in a situation where records are not kept properly. These are incredibly expensive mistakes, especially for the world's most impoverished and beggar-prone nations. This being the case, it is extremely astonishing that many public records in Kenya, as well as many other developing nations, have been so poorly handled as to seriously jeopardise any efforts to offer services to residents (Musembi, 2005).

Mnjama and Wamukoya (2004) noted that the member nations of East and Southern Africa encountered significant difficulties in the collection and preservation of records. Lack of organisational plans for managing records, a lack of understanding of the role records management plays in promoting organisational accountability and efficiency, a lack of stewardship and coordination in handling records, and a lack of laws, policies, and procedures to direct the management of records are a few of these issues; absence of core competencies in records and archives management; absence of budgets dedicated for records management; poor security and confidentiality controls; lack of records retention and disposal policies; and absence of migration strategies for records.

A case study on the management of financial records in government conducted by Akotia (2000) in the Ministry of Finance in Uganda revealed that although ICT was seen as an essential tool for increasing productivity across the entire government of Uganda, little attention was given to information management concerns and an understanding of the forces of change that affect the form and integrity of records created in an IT environment. Akotia (2000) also stated that the Ministry lacked the capacity to manage

the fundamental components of an electronic records programme, such as personnel who were familiar with the functional requirements for record keeping and who possessed the necessary knowledge and abilities to oversee electronic information delivery systems.; Legal and administrative requirements for keeping electronic records, as well as properly established rules, SOPs, and formal management processes.

The National Archives and Records Services became a department with its own mandate in 1992, which led to major developments in records management in Botswana, according to Ngoepe and Keakopa (2011), even though record keeping in the country dates back to before independence. The Ministry of Sports, Youth, and Culture is home to the Botswana National Archives and Records Services (BNARS) division. The main function of the department is to provide records and information management service advice to government agencies and to collect, preserve and provide access to the nation's documentary heritage. Other responsibilities involve the coordination and monitoring of records management practices in the public service as well as managing public records through their life cycle.

Wamukoya (2000:48) claims that there are several difficulties that government organisations must overcome in order to manage their records. Reforms of the civil service have been attempted in African nations, but they have not been as successful as hoped. Shepherd and Yeo (2003) point out that without appropriate, trustworthy, and efficient records management programmes, these reforms cannot be completely implemented. This is because records are vital to providing services. For instance, records are crucial in ensuring accountability, good administration, transparency, and the

preservation of citizens' rights, according to Wamukoya and Mutula (2005). As a result, any government should prioritise implementing effective records management programmes in each of its ministries.

Poor procurement record keeping has been cited as one of the obstacles to the procurement process, according to the Public Procurement Oversight Authority's Records Management Manual (2010). Frequently, insufficient and fragmented procurement files result in the dispersion of essential procurement data among several files. Failure to link procurement record keeping with the larger records management function frequently makes the situation worse. Weaknesses in record keeping must be fixed if procurement changes are to be successful.

According to Kemon (2008:256) and Ketelaar (1992:5), public archives give the people the opportunity to exercise their rights and to control their governments, their successes, and their failures. Records that are well-preserved and accessible to the public are just as crucial to a free democracy as government by, for, and by the people. This is because records serve as more than just tools of the state or sources for historical research. In light of this, Kenya's records management has been improving throughout the years in small but hopeful stages. The government is becoming more aware of the necessity for proper record management, the benefits of protecting and handling data appropriately, and the significance of employing competent personnel to manage these records. good and efficient organisational administration and resource management, as well as public accountability, transparency, and cost reduction, all depend on good and systematic records management (Abankwah & Hamutumwa 2017:168).

2.3.4 Records Management in Kenya

Poor records management practises had a detrimental impact on how well services were delivered in the public sector, according to studies done in Kenya (Kemoni & Ngulube 2008; Ndambuki 2015; Oyaro 2013). Governmental organisations, according to Wamukoya (2000:48), encounter a number of difficulties when it comes to record management. Reforms of the civil service have been attempted in African nations, but they have not been as successful as hoped.

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The right of citizens to access government information is guaranteed by Kenya's 2010 Constitution, which has led to an increase in interest in freedom of information (FOI). Records management is acknowledged as providing a crucial foundation for any FOI scheme and even suggests the establishment of regulations for records management by the FOI Commission under article 35 (Access to Information) of the Constitution, which also contains a FOI clause.

The Kenya Access to Information Act (2016) is the primary legal document governing access to information in Kenya. The Act's stated objectives include protecting persons who in good faith share information of public interest and fostering openness and transparency in the activities of public and private organisations through proactive information disclosure and information requests.

The Kenya Access to Information Act of 2016 specifies specific standards for public institutions in relation to record keeping. Particularly, public organisations are required to

keep and maintain records that are accurate, genuine, reliable, and usable as well as to ensure that the records uphold the right to access information. Additionally, the Act defines minimum standards that public organizations must adhere to in order to accomplish their commitment obligations. The Act mandates that public organizations establish computerised information management and record-keeping systems by September 2019 in order to achieve this goal.

According to Rotich, Mathangani, and Nzioka (2017:127), without adequate records management, organizational accountability, openness, and efficiency would all be severely jeopardized, which would breed corruption and a lack of trust. As a result, an enhanced records management program built on organizational-wide strategies can fight corruption and advance transparency (De-Mingo & Cerrillo-i-Martnez 2018:257).

2.3.5 Records Management and Service Delivery

Musila Musembi (2005) asserts that effective recordkeeping and service delivery in County governments are related. Daily services to county residents are expected to be provided by county officers in Nairobi City and the other 47 counties in Kenya. They will decide on matters pertaining to the delivery of those services every hour of every day. They are compelled to use records in order to make these decisions. Decisions are likely to be made poorly if some of these records are lost or missing. This implies that the public will not receive high-quality decisions. The very people whose taxes they pay will refuse to provide them with effective services. Almost every aspect of the governance process requires records. The availability and accessibility of information contained in records is essential to the efficacy and efficiency of the public service across the spectrum

of governmental responsibilities. The broad range of public service changes are negatively impacted by poorly managed records, and development programmes are frequently challenging to conduct and sustain effectively when poorly managed records are absent.

Almost every component of the governance process depends on records. The availability and accessibility of information contained in records is essential to the efficacy and efficiency of the public service across the spectrum of governmental responsibilities. Badly managed records adversely affect the broad scope of public service reforms, and development projects are often difficult to implement and sustain effectively in the absence of well managed records.

When new modifications or a new service is being considered, Marutha and Ngulube (2010) emphasise that it is necessary for government institutions and entities to consult with the general public and its stakeholders. The consultation can only be carried out correctly if there are valid and trustworthy records available. This means that accurate records must be maintained throughout the planning process as well as while recommendations are being processed and approved by higher level entities. Reliable records will also allow for an appropriate revision for additional information before presenting recommendations to the public for discussion.

Mullon (2004) contends that if officials have access to and a shared awareness of the standards processes and deliverables expected of them, then proper record keeping will enable them to provide public service that is of the same standards across the board. According to Marutha and Ngulube (2010), the appropriate application of records

management as a key tool is the only way to attain a well-improved service level for every citizen. It is necessary to maintain records about the manner in which services were once provided to citizens and are now, as well as client complaints and compliments. Regularly consulting these records will assist the department in maintaining or raising standards in accordance with citizen encouragement or disapproval.

According to Marutha and Ngulube (2010), maintaining accurate records is essential for a government agency to provide open access to information and other services. To guarantee that government departments can easily and efficiently guide each other's clients, information or records on services provided by any department or entity must be freely available in all government departments. Cross-referencing of citizens between departments or entities will be made easier as a result. Additionally, that will rely on the citizen's current service needs. Bhana (2008) draws attention to the fact that faulty recordkeeping has negative effects on all citizens. Citizens are frequently misinformed or deceived as a result of a lack of information.

Rudeness and other inappropriate behaviour often result from a lack of the necessary knowledge and equipment to provide the services (Mullon 2004). The majority of government services are heavily reliant on records. This suggests that in order to consistently please clients and keep them happy, government organisations need to have a solid record-keeping system. Failure to preserve records properly will result in challenging records retrieval, which ultimately causes a client to wait too long for the service. The eventual outcome of this will be complaints from the public regarding the quality of the service and the length of the wait periods. The client will experience

aggressive communication from the service provider, which will lower the courtesy value of the service provided to the client (Marutha and Ngulube 2010).It is stressed by Bhana (2008), Kemoni (2008), and Ngulube (2008) that sloppy record-keeping exposes an organisation to hazards like loss of information, non-compliance with the law, and a bad reputation.

One of the government's objectives to increase economic performance and accountability is access to information, however these efforts heavily rely on the availability of reliable data. Government agencies must have access to information in order to carry out their administrative duties, claims Ngoepe (2004). For instance, conducting an audit of the company is a pretty easy process, but it becomes risky and complicated when records are hard to find or access.

For public organisations to operate efficiently and productively, records are crucial. Records serve as a baseline by which upcoming actions and choices are evaluated and serve as a record of the actions and decisions of governments and public entities. The management of public sector records is a crucial component of the Public Service Reform Programme (PSRP), according to Esther Ndenje (2011), because it improves the efficacy and efficiency of the public service.

The supply of accurate, trustworthy, and verifiable information also aids in the detection and exposure of corruption or the discovery of fraudulent activities, which determine the effectiveness and efficiency with which public officials provide their services (Malimo, 2009). According to Currall and Moss (2008), governments must guarantee the long-term preservation of their records because they are required by law to account to their

constituents for their administrative decisions. Compliance with transparency requirements will be made possible by efficient recordkeeping. As a result, the records that have been kept will allow the Nairobi City County to demonstrate its administrative procedures.

According to Ngoaka Solomon (2011), businesses or governmental entities who manage their records well reap a number of rewards. These advantages include, but are not limited to, the ability to quickly locate and access records, the capacity to stop and detect fraud and corruption, the simplicity of following informed problem-solving and decision-making, and the defence of organisations against claims and lawsuits.

The organisation is also capable of adhering to legal requirements as well as those for professional management and responsibility.

Records management is a key task in public administration, claims Oleflaile MosA **case study** is a detailed study of a specific subject, such as a person, group, place, event, organization, or phenomenon. Case studies are commonly used in social, educational, clinical, and business research (Shona McCombes, 2019). A case study research design usually involves qualitative methods, but quantitative methods are sometimes also used. The study used a case study design where Nairobi City County was taken as a case study among the 47 Counties in Kenya. Case study was chosen because it was found to be good for describing, comparing, evaluating and understanding different aspects of a research problem.

wu (2011). Accurate, current records that are simple to access when needed are essential to the public sector's ability to provide efficient and effective services. An essential component of efficient public administration is the management of public documents. As Oleflaile (2011) reiterates, providing services to the public must be affordable and efficient in order to avoid wasting the few resources available. In addition, with subpar records management, accountability for the use of public resources is called into question. Unwisely, auditing depends on having access to accurate and comprehensive records. Without sufficient documents, auditors are unable to provide insightful assessments of whether

The World Bank (2000) asserts that preserving records is an essential component of public administration. There wouldn't be a rule of law or accountability without records. Records serve as a unique and important source of information since they offer solid, independently verifiable proof of choices and activities. They record adherence to or non-adherence to laws, norms, and protocols.

Government cannot manage the state's resources, revenue, or public services without trustworthy, accurate, and efficient methods to handle records. Additionally, it cannot provide services to the general public, be held responsible for its choices and deeds, or maintain the rights and obligations of its citizens. Public Service Ministry of State (MSPS, 2011).

As Ministry of State for Public Service (2011) continues to state, records and information directly impact on efficiency and effectiveness in performance. Proper records management hastens the pace for decision making, hence improve service delivery. Poor

records management on the other hand delays the decision-making process leading to poor service delivery, frustration among clients and creates opportunities for corruption. According to the MSPS, the current state in which records management units are operating in the public service is impacting negatively on the delivery of services. The manual records management system is cumbersome and negatively affects service delivery. Although converting manual files to computerised systems is a laborious process, it is necessary if the government is to deliver excellent services to a populace that is becoming more aware of their rights.

Willis (2005) asserts that the government will be able to adhere to the six key government requirements of transparency, accountability, due process, administrative compliance, statutory and common law, as well as information security, if it has a sound and appropriate information and records management system. Any organization's records management procedures will be in compliance with practically all of these governmental business standards, which will enhance the department's or organization's ability to provide services.

As a result, defined records management models serve as the foundation for proper information and records management. Therefore, for the public service reform programme to successfully carry out its goals, proper information management is a keystone. Public employees won't be held accountable without better management of public information, and without accountability, voters won't have faith in their government (Malimo, 2009).

2.3.6 Records Management supports Governance and Accountability Government accountability initiatives need to be backed by the availability of trustworthy and approachable information, according to Thurston (2005) and Bhana (2008). The only way the government body can give an accurate accounting that is supported by readily available and accessible documents is through proper, effective, and efficient records administration in the public sector. Accounting records, procurement records, tax records, customs records, electoral registrations, policy files, and case files are all needed to promote accountability. This is due to the fact that well managed records make it simple and timely for the accounting officer to prepare and be prepared to account. Because of this, there cannot be an accountability framework without records, and there cannot be a responsible government without an accountability framework (IRMT, 2000).

2.3.7 Records Management Supports for Human Resource Management

Decentralisation significantly affects record keeping in both manual and technological systems, according to IRMT (2009). Common standards for record-keeping systems are nevertheless required to guarantee that agencies manage their records effectively and in accordance with good practise, even though practises may vary to account for local circumstances. The same rules that apply to the development, management, and use of paper personnel records for agencies with delegated human resource management duties apply to the creation, management, and use of electronic records as well.

2.3.8 Records Management Supports Confirming Citizens' Rights, Such as Benefits, or Land Ownership

Investments made in the private sector may suffer as a result of persistent deficiencies in government record keeping. In general, inadequate record keeping can result in a decline

in the level of service provided to businesses. For instance, written enquiries about business registration, licence issuance, and other requirements for enterprises to conduct business may not receive a prompt response (IRMT, 2000).

For public organisations to operate efficiently and productively, records are crucial. Records serve as a baseline by which future activities and decisions are judged and serve as a record of the actions and decisions of governments and public entities. As stated by Esther Ndenje (2011), the management of public sector records is a critical aspect of public service reform program (PSRP) because they enhance the efficiency and effectiveness of the public service.

2.3.9 Records Management Promotes Transparency

When residents or taxpayers have access to information and decision-making venues, transparency is accomplished. This allows the general public to be informed about what is going on and determine whether it is suitable. Records serve as a foundation upon which public memory is built and offer one method by which people, organisations, governments, and society can be held accountable for their deeds (Marshal, 2006).

Palmer emphasises in the ESARBICA Journal (2009) that records are consulted as proof of activity by senior managers, auditors, concerned citizens, or by anyone enquiring into a decision, a process, or the performance of an organisation or an individual. Records are the indispensable foundation of the accountability process (ESCARBICA, 2009). Records are a byproduct of any organization's commercial and administrative activities since they are a tool for administration, a transporter of information. They serve as the

conclusive evidence that a transaction involving business or administrative activity took place (Ministry of State for Public Service, 2010).

Without records, it is impossible to judge whether an individual or a private or public organisation has performed the activity or transaction that they were required to. Furthermore, it cannot be confirmed whether or not these transactions and activities adhered to the standards of effectiveness, legitimacy, and good governance (Thomassen, 2001).

2..3.10 Technology and Records Governance

 E-governance, a paradigm shift from conventional approaches to public administration, refers to the delivery of public services and information via electronic channels. The level of service provided to the public has undergone a revolution as a result of this new paradigm. It has ushered in greater transparency in the legislative process, time savings from single-window service delivery, procedure simplification, improved office and record management, a decrease in corruption, and improved attitude, behaviour, and task-handling skills among dealing personnel (Monga, 2008).

The government has invested money on technology and continues to do so through various ministries. Technology is being embraced by the government as a tool for efficiency (Nkwe, 2011). According to the Botswana government, numerous ministries received P1.3 billion (US$200 million) in 2004 for technological programmes under the NDP 9. The budget for the ministry was P144 million in 2004 (Budget Speech 2003). The largest ICT user is the government, which uses IT primarily to control the sources of

national income and expenditure (Uzoka & Ndzinge, 2009; Nkwe, 2011) and maintain a central government website.

In the instance of Southern Africa, nations like Mauritius, South Africa, Mozambique, Botswana, and Namibia have begun putting institutional and legislative frameworks in place specifically aimed at advancing the adoption of e-Government (UN e-government report, 2008). The SADC has worked to create regional policies that may be implemented and then further modified to fit the local conditions of various nations (Bwalya and Healy, 2010).

A records review conducted by Nengomasha and Beukes-Amiss (2004) at the Ministry of Health and Social Services of Namibia corroborated this condition of affairs. The survey discovered a lack of a records management system, classification schemes, retention schedules, and methodical record disposal, which led to severe office overcrowding and subpar information retrieval. This is the predicament that Cain, Piers, and Thurston (as mentioned in Ngulube & Tafor, 2006) outlined, whereby existing paper record systems— the cornerstone of automation—are in very bad condition in many countries in sub-Saharan Africa.

2.3.11 Challenges of Electronic Records Management

The National Archives of Zimbabwe in Zimbabwe only sees sporadic activity, according to Mukotekwa (2002). The computerised collection of films that was created using the CDS/ISIS software stands out among the electronic data. Government computers were producing massive amounts of e-mail, word-processing papers, and automated databases,

according to Yahaya (2002). Preserving the growing quantity of these digital documents is a difficulty.

According to Mutiti (2002), the technological infrastructure in the region differs greatly from one country to the next. While Botswana, Mozambique, Zambia, Kenya, and South Africa had local area networks and were also connected to wide area networks through websites, and the majority of the countries in the region had Internet access, countries like Malawi, Swaziland, Seychelles, Tanzania, and Zimbabwe operate standalone computers. Document imaging was being done in some nations, including South Africa, Seychelles, and Tanzania.

The need to maintain electronic data is not clearly defined in countries like Mozambique, Seychelles, Tanzania, and Zambia, according to Mutiti (2002). In Kenya and Malawi, specific departments are in charge, however in Swaziland, the Ministry of Public Service and Information is in control. In Botswana, Kenya, and Zimbabwe, national archives laws provide the basis for this responsibility. None of the other countries, excluding South Africa, have a clear policy in place for implementing and maintaining electronic records. South Africa is the only nation with laws in place to control how electronic records are destroyed and disposed of through a disposal authority.

2.4 Chapter Summary

This chapter presented the theoretical framework that served as the study's foundation and examined pertinent literature. In the chapter, related literature on records management, public service delivery, and how strong records management practises can support efficient and successful public service delivery was studied. Additionally, the study's supporting

theoretical frameworks were offered. These two models were the Service Quality (SERVQUAL) Delivery Model and the Records Continuum Model.

CHAPTER THREE

RESEARCH METHODOLOY

3.1 Introduction

This chapter described the research design and the methodology used in the study. It covered the research methodology, research design, study population, sampling size and sampling technique, data collection instruments, data collection and data analysis procedures applied by the study.

3.2 Research Approach

There are three basic components of a research approach. Research Approach is categorized into qualitative approach, quantitative approach and mixed method approach (Creswell, 2003). Research approaches are classified based on work, of (Guba, 1990).

Qualitative approach is related to images and words (Grover, 2015). The qualitative approach's associated strategies including ethnographies, grounded theory, case studies, phenomenological research, and narrative research. Konar (2009) notes that qualitative research design focus on understanding and discovering perspectives, experiences and thoughts of participants.

Quantitative research design which according to Chen (2008) attempts to maximize objectivity, generalizability and replicability of findings. Integral to this design is that the researcher set aside his experiences, biases and perceptions to ensure objectivity in the study and in the conclusions to be drawn.Quantitative approaches are about numbers and measurements (Grover, 2015) and involve two associated inquiry strategies which is

surveys and experiments. In this context, surveys can be applied to collect data with the utilization of questionnaires or structured interviews (Campbell & Stanley, 1963).

Mixed method research design combines qualitative and quantitative research designs by bridging their differences in addressing a research question (Chen, 2008). Johnson and Onwuegbuzie (2004) hoped that the mixed methods approach to research provided researchers with an alternative to believing that the quantitative and qualitative research approaches are incompatible and, in turn, their associated methods "cannot and should not be mixed" (p. 14).

Thus, a mixed method research approach was considered the most appropriate for this study. The researcher incorporated methods of collecting or analyzing data from the quantitative and qualitative research approaches in a single research study. However, quantitative approach was predominantly applied as 42 questionnaires were distributed while 11 interviewees were invited for the study.

The mixed method approach to research was chosen because it provided the researcher with the ability to design a single research study that answers questions about both the complex nature of phenomenon from the participants" point of view and the relationship between measurable variables. While the quantitative method provided an objective measure of reality, the qualitative method allowed the researcher to explore and better understand the complexity of a phenomenon.

3.3 Research Design

Research design represents the arrangement of conditions for collection and analysis of data with the aim of combining relevance to the research purpose with economy to the procedure so that the questions regarding decisions on what, where, when how much and by what means concerning the research study constitute a research design (Orodho, 2008).

A case study is a detailed study of a specific subject, such as a person, group, place, event, organization, or phenomenon. Case studies are commonly used in social, educational, clinical, and business research (Shona McCombes, 2019). A case study is an appropriate research design when you want to gain concrete, contextual, in-depth knowledge about a specific real-world subject. It is an analysis of real-world situations to understand and evaluate past problems and solutions. It usually involves qualitative methods, but quantitative methods are sometimes also used. It allows you to explore the key characteristics, meanings, and implications of the case. It kept the study focused and manageable as the researcher did not have time and resources to do 47 Counties but was able to do only one Nairobi City County.

Case study was chosen because it was found to be good for describing, comparing, evaluating and understanding different aspects of a research problem.

3.4 Study Population

Population refers to the entire groups of people, events, or things ofinterest that the researcher wishes to investigate. (Sekaran& Bougie,2017). The target population or the

unit of observation is a group of individuals, or objects that a sample is drawn for measurement (Kombo and Troomp, 2009).

The study used Nairobi City County Government as the study area based on the fact that the Nairobi City County is in the capital City of Kenya and therefore serves more diverse clientele than any other County in the country. Nairobi is the capital and largest city of Kenya. After independence in 1963, Nairobi became the capital of the Republic of Kenya. Nairobi is situated between the cities of Kampala and Mombasa. Nairobi is the regional headquarters of several international companies and organisations. The United Nations Office at Nairobi hosts UN Environment and UN-Habitat headquarters. Several of Africa's largest companies are headquartered in Nairobi. Nairobi has not been left behind by the FinTech phenomenon. Nairobi is home to several Universities and Colleges.

Numerous other universities have also opened satellite campuses in Nairobi. Nairobi is served by highways that link Mombasa to Kampala in Uganda and Arusha in Tanzania Highways connect the city with other major towns such as Mombasa, Machakos, Voi, (A109), Eldoret, Kisumu, Nakuru, Naivasha, and Namanga Border Tanzania (A104). Nairobi is found within the Greater Nairobi Metropolitan region, which consists of parts of 5 out of 47 counties in Kenya, which generate about 40% of the entire nation's GDP as per 2022 data by the Kenya National Bureau of Statistics.[133][134] Nairobi County on its own contributes to 27.5% of the country's GDP according to the same report while Kiambu county comes second with 5.9% (Nairobi City County, 2022). Nairobi is also twinned with international towns and cities which include: Addis Ababa, Ethiopia; Denver, United States; Kunming, China; Lowell, United States; Raleigh, United States; and São

Luís, Brazil among others. It was in line with the above stated that the researcher chose Nairobi City County as a study area.

The study population comprised of County Directors, Heads of Departments, Heads of Sections, Heads of Records Management Units, Records Staff and potential members of the public who sought services from the County. The researcher compiled a sampling frame from which she was able to derive a study sample size from the various Sectors. The study population comprised of 532 staff working in 6 out of the 13 Sectors which constitute the organizational structure of the County. These were broken down as follows; 44Directors, 69 Heads of Departments, 165Heads of Sections, 43 Heads of Records Management Units and 211 Records Staff as shown in Table 3.1.

Table 3.1: Study Sampling Frame

	DIR.	**HOD**	**HOS**	**H/RMU**	**RMU STAFF**	**TOTAL**
Administration	6	10	10	5	30	61
ICT& EG	5	5	10	5	20	45
Lands	10	20	40	5	50	125
PSM	5	5	10	7	30	57
Health	11	22	60	11	51	155
Finance	7	7	35	10	30	89
TOTAL	**44**	**69**	**165**	**43**	**211**	**532**

3.5 Study Sample Size

Chen (2008) defines a sample as a section of population that is selected to be used in the study. Any study is carried out on a sample from a study population. Nachmias and Nachmias (2004) insist on 10 percent sample for a population ranging from 500 to 1500, five percent sample for a population ranging from 2000 to 5000 and one percent for the

population above 50000. Given the study sampling frame of 532, the study used 10% for

the entire population which resulted to a total of 53respondents as shown in Table 3.2.

Table 3.2: Study Sample Size

CATEGORY	SAMPLING FRAME	PERCENTA(%)	Number
Directors	44	10	4
Heads of Departments	69	10	7
Heads of Sections	165	10	17
Heads of Records Management Units	43	10	4
Records Management Unit Staff	211	10	21
TOTAL	**532**	**10**	**53**

3.6 Sampling

According to Nicholas William (2005) when conducting any kind of survey to collect

information, or when choosing some particular cases to study in detail, the question

inevitably arises; how representative is the information collected of the whole

population? Sampling is the process of systematically selecting representative elements

of a population. A sample is a number of people or things taken from larger group and

used in tests to provide information about the group.

3.6.1 Sampling Methods

There are two primary types of sampling methods in research namely probability and

non-probability. Probability sampling involves random selection, allowing you to make

strong statistical inferences about the whole group while Non-probability sampling

involves non-random selection based on convenience or other criteria, allowing one to

easily collect data (Shona Mc Combes, 2019 and Kassiani Nikolopoulou, 2022). The

researcher used probability sampling method for this study where she randomly selected a sample of the population that was used in the study.

3.6.2 Sampling Techniques

The researcher used three probability sampling techniques namely; Simple random sampling, Stratified sampling and Systematic sampling. Simple random sampling was used in the study where the researcher selected 6 out of 13 County Sectors which are in County Headquarters in City Hall and City Hall Annex. Stratified sampling was used in the study where the researcher separated each subgroup from others as Directors, Heads of Sections, Heads of Records Management Units and the public who sought services from the County. Systematic sampling was used where the researcher interviewed the first 2 members of the public who sought County services in the selected 6 Sectors for the study.

3.7 Data Collection Methods

Data collection is the process of gathering and measuring information related to the study variables in an established and systematic fashion that helps in answering research questions, aid in testing hypotheses and evaluating outcomes (Konar, 2009). There are various data collection methods that vary along a continuum which include quantitative and qualitative data collection methods. For this study, the main tool used was questionnaires which were used to collect data from the respondents.

3.7.1 Administration of Questionnaires

This study used semi structured questionnaire that was self-administered to obtain the primary data. The study collected both primary and secondary data. The questionnaire

consisted of closed and open-ended questions. Open-ended questions gave the respondents more freedom to express their views or opinions and make suggestions. Closed-ended questions guided the respondents to give the specific responses required by the researcher. A total of 42 questionnaires were issued to 17 Heads of Sections, 4 Heads of Records Management Units and 21 Records Management Unit Staff.

The questionnaire was a preferred tool of data collection in this study due to the fact that respondents would be able to fill them anonymously without any assistance from the interviewer and are cost effective in reaching out a large sample size. They were both open–ended and closed-ended in structure which also led to increased response rate.

3.7.2 Interviews

According to C.R Kothari (2004) the interview method of collecting data involves presentation or oral-verbal stimuli and reply in terms of oral-verbal responses. There are several different types of interviews but five common types to be familiar with are in-person interviews, phone interviews, virtual interviews, panel interviews and informal interviews (Tegan George, 2022).   Interviews were used as a supplementary tool to the questionnaires. Although 4 Directors and 7 Heads of Departments were invited for interviews, on 3 Directors and 5 Heads of Departments were interviewed. 12 members of public who sought services from the public were also interviewed. Interviews were chosen to collect data from this category of respondents since they are useful in obtaining detailed information on an issue. Interviews preferred because they were helpful in clarification of ambiguities.

3.7.3 Observations

In observation, the researcher utilized an observation checklist to record what she observed during data collection. This method was used together with interviews to supplement information gathered from interviews and questionnaires. The researcher observed the records locations, storage equipment, storage and working space, security such as Grilled windows and doors, records formats whether Paper or electronic and the public who sought services from county

3.8 Data Collection Instruments

Data collection instruments are means by which primary data is collected in social research (Kothari 2009). The methods are varied in terms of time, cost of money or other resources at disposal of researcher (Orodho, 2008).The methods include questionnaires, personal interviews that are face to face or through the telephone.

3.8.1 Questionnaires

According to Nicholas Williman (2005) a questionnaire consists of a number of questions printed or typed in a definite order on a form or a set of forms. Questionnaires are commonly used to obtain important information about population. Each item in the questionnaire is developed to address a specific objective, research question or hypothesis of the study. The researcher must also know how information obtained from each questionnaire item will be analyzed. This method was used because it was reasonable to distribute such questions to different people. This helped the researcher to know the views from different people over the same issue. The researcher found it good to use this instrument than to rely on observations, interviews and documentary sources alone. It

was chosen because it gave time allowance, that is it gave the respondents time to think and answer the questions carefully.

3.8.2 Interview Schedules

According to C.R Kothari (2004) the interview method of collecting data involves presentation or oral-verbal stimuli and reply in terms of oral-verbal responses. To obtain accurate information through interviews, a researcher needs to obtain the maximum co-operation from respondents. The researcher must therefore establish a friendly relationship with the respondent prior to the conducting the interview. This method was chosen because it helped the researcher gather information which could not be got using other instruments. It was chosen because of its advantage of follow-up questions for clarification. It proved to be executive since the researcher also answered some questions, she had in mind from the observations she made.

3.8.3 Observations Checklist

According to Nicholas Williman (2005) observation is a method of recording conditions, events and activities though the non-inquisitorial involvement of the researcher. Observation can record whether people act differently to what they say or intend. In observation, a researcher utilizes an observation checklist to record what he or she observes during data collection. First the researcher must define the things, or behaviors to be observed and then develop a detailed list of things or behaviors. Observer to spend time thinking about what is occurring rather than on how to record it and this enhances the accuracy of study. Observation method was used along with personal interviews. It was chosen because it limited bias since the researcher was the one who observed and recorded, that is the researcher got accurate information. It helped the researcher to

observe the records locations, storage equipment, storage and working space, security such as Grilled windows and doors, records formats whether Paper or electronic and the public who sought services from county.

3.9 Validity and Reliability of Data Collection Instruments

3.9.1 Validity of Data Collection Instruments

Validity is the degree to which an instrument measures what it is expected to measure (Bryman, 2012). It is also regarded as the extent to which the differences found with a measuring instrument reflect true differences among those tested (Kothari, 2011). There are various types of validity that include construct, content, convergent concurrent, and predictive (Drost, 2011). This study adopted the construct and content validity. The construct validity was specifically applied by use of a questionnaire that was divided into sections to collect information for each of the objectives and also taking into considerations the conceptual framework Nasrudin and Othman (2012) while the content validity was achieved by adopting and revising instruments that had been used in earlier studies and subjecting the questionnaire to experts who are a panel of peers to assess whether the questions are effective (Bryman, 2012). In terms of validity, data collection tools for this study were given to two records management experts from Moi University to review its content and determine if they are valid for the study.

3.9.2 Reliability of Data Collection Instrument

Reliabilityreferstowhetherameasurementinstrumentisabletoyieldconsistentresultseachtime itisapplied (Bartlett, Kotrlik & Higgins, 2001).Reliability is the consistency of measurement (Bollen, 1989; Abbot and McKinney, 2013) despite the changing

conditions. There are a variety of methods that can be used to test reliability in behavioral research that include; test-retest reliability, alternative forms and split halves and internal consistency (Drost, 2011). The internal consistency will be selected due to its higher stability in comparison to the others (Bryman, 2012).

3.9.3 Pretesting Data Collection Instruments

A pilot test is conducted to detect weaknesses in the design, instrumentation and provide proxy data for probability sample (Kothari, 2009). It helps to validate the instruments consistency formatting wise and the respondents understanding (Bryman. 2012). The procedure used to pre-test the questionnaire was identical with those that were used during the actual study. The sample was small 5% of the target population . Pilot test was administered to the 26 respondents.

3.10 Data Collection Procedure

Data analysis is the application of reasoning to understand data that has been gathered with the aim of determining consistent patterns and summarizing the relevant details are revealed in the study (Zikmund, Babin, Carr and Griffin, 2012). Data processing entails editing, classification and tabulation of data collected so that it's easy to analyze (Kothari', 2009). Data entry converts raw data gathered by secondary or primary methods to a medium for viewing and manipulation. Primary data was collected using a structured questionnaire to limit the respondents to given variables in which the researcher was interested. The open-ended and closed questions were used to obtain qualitative information. Both primary and secondary data was collected for this study. Secondary data was collected through literature review. Data for the study was collected through

interviews and questionnaires. The researcher issued questionnaires and followed up to ensure they were duly filled and returned for analysis.

3.11 Data Presentation, Analysis and Interpretation

According to Orodho (2003), data analysis is the process of systematically searching and arranging filed notes, data and other materials obtained from the field with the aim of increasing one's own understanding and to enable one to present them to others. The data collected was analyzed using both qualitative and quantitative methods of analysis. The qualitative data from the interview guide and the open-ended questions in the questionnaires were analyzed thematically. Data related to similar themes were analyzed and interpreted together based on their sub-themes. Frequency tables were used to present the data for easy comparison. Both qualitative and quantitative techniques of data analysis were used in this study to establish essential facts and conclusions were drawn from this study. Qualitative techniques of data analysis were used to describe essential features of this study. In quantitative techniques of data analysis, descriptive statistics were used to summarize and present data in an organized way.

3.12 Ethical Considerations

The first ethical consideration that was considered by the researcher was the observance of the cardinal rule of voluntary participation amongst participants. This ethical issue was supported by Reiss and Judd (2000) who affirmed that when doing a research, participants should not be coerced into taking part in the study. In addition, closely related to the cardinal rule of voluntary participation according to Bartlett, Kotrlik and Higgins (2001) is the prerequisite of informed consent. The researcher ensured that participants were informed of the procedure of the research and that they were at liberty

to consent before being part of the study sample. The researcher also ensured safety and protection of the rights of all participants in the study. Respondents were assured of confidentiality of the information collected from them.

3.13 Chapter Summary

This chapter presented the methodology that was used in the study. It provided the research design and described the study settings. It also discussed the study population and sampling procedures and data collection methods. This study collected data using methodological tools of interviews, questionnaires and observations. Approach to the analysis of data was also discussed. Finally, ethical issues relating to the study were discussed.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The chapter presents data collected, its analysis and interpretation based on the objectives of the study. Data for this study was collected by use of questionnaires, interviews and observations in 6 Nairobi City County Sectors namely: Governor's/Administration; Information, Communication and E-Government; Lands, Physical Planning and Housing; Public Service Management; Finance and Economic Planning and Health Services. The quantitative data collected using questionnaires was analyzed quantitatively using Microsoft Excel while data from the interviews were analyzed thematically. Both quantitative and qualitative data were sorted based their subjects and themes. Thereafter, data cleaning process was undertaken where incomplete and invaluable data was eliminated before its analysis. Analysis of quantitative data was done statistically and presented in tables.

4.2 Response Rate

The study sample was 53 respondents. With these respondents, 42 questionnaires were distributed to Heads of Sections, Heads of Records Management Units and Records Management Staff. On the other hand, interviews were booked with four Directors and seven Heads of Departments for purpose of conducting interviews with them. As indicated in Table 4.1, 35 questionnaires were returned while 3 and 5 Directors and Heads of Departments were interviewed respectively which gave a response rate of 43. As provided in the table, the response rate for Directors was 75%, Heads of Departments at 71.43%, Heads of Sections at 82.35%, Heads of Records Management units at 75% and

Records Management Unit Staff at 85.71% p. The overall response rate was at 81.13%,which represents a sufficient response rate for the study.Thus the study fulfilled the recommended threshold as illustrated in the table below.

Table 4.1: Response Rate

	Directors	**Heads of Department**	**Heads of Sections**	**Heads of Records Management Unit**	**Records Management Unit Staff**	**TOTAL**
Sample	4	7	17	4	21	53
Response	3	5	14	3	18	43
Response Rate	**75.00%**	**71.43%**	**82.35%**	**75.00%**	**85.71%**	**81.13%**

4.3 Demographic Information

4.3.1 Gender Representation

The study sought to determine the gender representation of the respondents. As illustrated in Table 4.2, males comprised 55.81% while females were 44.19% of the response rate. This was a fair representation of the two genders in this study. Gender representation was important as it helped to determine compliance to the current Kenya Constitution 2010 which requires both genders to be involved in all aspects of national building.

Table 4.2: Gender Representation

Gender	Frequency	Percentage
Male	24	55.81
Female	19	44.19
Total	**43**	**100**

4.3.2 Age Bracket of Respondents

The study sought to determine the age brackets of its respondents. When this question was posed to respondents, the answer was as illustrated in table 4.3. It was established that the largest percent of 41.86 were between the age brackets of 51 to 60 years, 34.88% were between 41 to 50 years while 23.26% were between 20 and 40 years. Hence, it was deduced that majority of the study's respondents had enough experience to understand the role of records management in supporting service delivery in Nairobi City County Government. In addition, the study held assumption that due to advanced ages of most of its respondents, most of the County staff were reluctant to embrace new technologies in records management.

Table 4.3: Age Bracket of Respondents

AGE	Frequency	Percentage
20-40 Years	10	23.26
41-50 Years	15	34.88
51-60 Years	18	41.86
Total	**43**	**100**

4.3.3 Sector/Department of Respondents

In addition, the study sought to determine Sector/departmental distribution of its respondents. Therefore, when respondents were asked to provide their departmental information, the results were as indicated in Table 4.4. As illustrated in the Table, 16.28% were from the Governor's/Administration, 11.63% from ICT and E-Government, 18.60% from Lands, 23.26% percent from Public Service Management, 20.93% from

Health Services and 9.30% from Finance Sector. Hence, it can be affirmed that all targeted departments were fairly represented in the study.

Table 4.4: Sector/Departmental Representation of Respondents

Department	Frequency	Percentage
Administration	7	16.28
ICT & E-Government	5	11.63
Lands	8	18.60
Public Service Management	10	23.26
Health	9	20.93
Finance	4	9.30
Total	**43**	100.00

4.3.4 Education Level of Respondents

Importantly, the study sought to establish educational levels of its respondents. This was important since it gave indication of the ability of the respondents to understand the role of records management in supporting service delivery in Nairobi City County Government. The findings of the study were as illustrated in Table 4.5. As indicated in the table, it was determined that 4.65 percent of the respondents had masters, 18.60 % degrees, 27.91% diplomas, 25.58% had certificates and 23.26 %had Secondary level qualifications. This demonstrated that the majority of the respondents had post-secondary qualifications thus capable of understanding the issues under study.

Table 4.5:Education Level of Respondents

Department	Frequency	Percentage
Masters	2	4.65
Degree	8	18.60
Diploma	12	27.91
Certificate	11	25.58
Secondary	10	23.26
Primary	0	0.00
Total	**43**	**100.00**

4.3.5 Records Management Training

Importantly, the study sought to determine those trained in records management amongst its respondents. Thus, when this was posed to its respondents, the results were as illustrated in Table 4.6. As shown in the table, only 39.53% had training in records management while 60.47% had no training in the area of records management. The results show that Records Management has grown as previously we had only certificates in records management and now, we have advanced to Diplomas and Degrees. With these results, it was deduced that respondents comprised of well-trained personnel in records management that could form a good basis for understanding the role of records management in supporting service delivery in Nairobi City County government. These findings are consistent with study done by Ismail and Jamaludin (2011) who state that records and archival competencies are critical for effective delivery of records management programs.

Table 4.6: Records Management Training

Trained in RM	Frequency	Percentage
Yes	17	39.53
No	26	60.47
Total	**43**	100.00

4.3.6 Level of Education of Staff

Additionally, the study sought to know the level of qualifications amongst those respondents trained in records management. When this question was posed to the respondents, the results were as illustrated in Table 4.7, the study determined that there were no masters holders in records management at the Nairobi City County Government, 17.65% of those with training in records management had degrees, 29.41% had diplomas, and 41.18% had certificates while 11.76% had secondary education. The results show that the majority of members of staff in records management function within the County Government of Nairobi had no professional training in Records Management. These findings are consistent with study done by Kemoni (2008:256) and Ketelaar (1992:5) who records that, over the years, records management profession in Kenya has been growing slowly.

Table 4.7: Level of Education of Staff

Level of Education of RM staff	Frequency	Percentage
Masters	0	0.00
Degree	3	17.65
Diploma	5	29.41
Certificate	7	41.18
Secondary	2	11.76
Primary	0	0.00
Total	**17**	**100.00**

4.4 State of Records Management at Nairobi City County

4.4.1 Presence of Records Management Policy

The aim of the study was to assess the role played by records management in support of Efficient Service Delivery in Nairobi City County Government with a view to proposing strategies to ensure sound records management and improved service delivery. To be able to attain this aim, part of the specific objective of the study was to establish the state of records management at Nairobi City County Government. For this objective to be realized, a number of questions were posed to respondents. To begin with, the study sought to establish if the County had a records management policy in place. With respect to this, the outcomes were as indicated in Table 4.8. As illustrated in the table, 74.42% of the respondents noted that there was a records management policy while 11.63% said there was no such policy. However, 13.95% were not aware of the presence of such a policy. From the interviews done with the County Directors, it was established that there was a records management policy in place. County Director In charge of Asset Management was quoted to have said,

"The records management policy existed within the County, but it's not known to all its internal stakeholders".

It was deduced that the records management policy existed, but it was not known to all staff and other stakeholders in the County. These findings support the study done by(ISO 15489-1:2001; Wamukoya, 2007) who stated that the objectives of records management are to set policies and procedures and assign responsibilities for Records Management at various levels within the organization. However, without effective awareness and dissemination of the policy, these roles and responsibilities assigned by it will be in vain.

Table 4.8: Presence of Records Management Policy

Presence of Policy	Frequency	Percentage
Yes	32	74.42
No	5	11.63
I don't Know	6	13.95
Total	**43**	**100**

4.4.2 Implementation of Records Management Policy

Importantly, the study sought to determine if the existing policy was being implemented by the Nairobi City County Government. Hence, when the respondents were asked on the implementation of the policy, the responses were illustrated in Table 4.9. As indicated in the table, 4.65% noted full implementation of the policy, 69.77% said there was partial implementation, 13.95% said the policy was not being implemented while 11.63% were not aware if the policy was being implemented. Based on the findings, it was deduced that the records management policy was being partially implemented by the Nairobi City County Government. Implementation of the policy will go a long way into solving

records management challenges. These findings are consistent with study done by King (1997) who observed that records management challenges can be addressed or prevented through the establishment and implementation of an effective records management policy.

Table 4.9: Implementation of Records Management Policy

Policy Implementation	Frequency	Percentage
Fully Implementation	2	4.65
Partial Implementation	30	69.77
No Implementation	6	13.95
Don't Know	5	11.63
Total	**43**	**100**

4.4.3 Presence of Records Management Procedures

Additionally, the study sought to determine if the Nairobi City County Government had Records Management Procedures. Records management procedures are an important tool of records management as it helps to promote consistency in the operation of records management in an organization. Hence, when this question was posed to respondents, the results were as illustrated in table 4.10. As illustrated in the table, 76.74% of the respondents affirmed that the records management procedures existed while 13.95% noted that such procedures were non-existent. On the other hand, 9.30%were not aware if such procedures existed. Based on the responses, it was evident that there existed records management procedures, but they were not widely known to everybody in the County.

Table 4.10: Presence of Records Management Procedures

Presence of Records Management Procedures Manual	Frequency	Percentage
Yes	33	76.74
No	6	13.95
I don't Know	4	9.30
Total	**43**	**100**

4.4.4 Implementation of Records Management Procedures

Importantly, the study sought to determine if the records management procedures were being implemented by the Nairobi City County Government. Hence, when a question as to whether the records procedures were being implemented was posed to respondents, the responses were as illustrated in table 4.11. As illustrated in the table, only 6.98% of the respondents noted that there was full implementation of the procedures, 72.09% noted partial implementation, and 9.30% noted that there was no implementation of the procedures while 11.63% t noted that they were not aware if the records management procedure was being implemented. Based on the results, it was deduced that the existing records management procedures were partially being implemented by the Nairobi City County Government. These findings are consistent with study done by Ngoepe (2008) who asserted that better service delivery always begins with better records management practices. These could include, among others, documentation of policies and procedures that inform service delivery such as the type of services provided; who are to be responsible for carrying out the work; and what documentation to be managed.

Table 4.11: Implementation of Records Management Procedures

RM Procedure Implementation	Frequency	Percentage
Fully Implementation	3	6.98
Partial Implementation	31	72.09
No Implementation	4	9.30
Don't Know	5	11.63
Total	**43**	**100.00**

4.4.5 Records Classification Scheme

Besides, the study sought to determine if the Nairobi City County Government had a standardized records classification scheme. A records classification scheme is an important tool in records management as it helps in classifying records by putting related records together. Hence when this question was posed to respondents, the results were as illustrated in Table 4.12. As indicated in the table, 81.40% of the respondents noted that there existed a records classification scheme while 9.30% t said that there was no records classification scheme while another 9.30% were not aware if the records classification scheme existed. However, based on the findings of the study, it was deduced that Nairobi City County Government had a standardized records classification scheme.

Table 4.12: Presence of Records Classification Scheme

Presence of Records Classification Scheme	Frequency	Percentage
Yes	35	81.40
No	4	9.30
I don't Know	4	9.30
Total	**43**	**100**

4.4.6 Implementation of Records Classification Scheme

Importantly, the study sought to establish if the Nairobi City County Government was implementing the existing records classification scheme. Hence, when the respondents were asked on the implementation of the scheme, the outcomes were as indicated in Table 4.13. As indicated in the results, 4.65% pointed out there was full implementation of the scheme, 83.72% noted partial implementation, and 6.98% said there was no implementation of the scheme while 4.65% did not know if the records management scheme was being implemented. Thus, it was deduced that the existing records classification scheme was partially being implemented by the Nairobi City County Government.

Table 4.13: Implementation of Records Classification Scheme

Records classification scheme implementation	Frequency	Percentage
Fully Implementation	2	4.65
Partial Implementation	36	83.72
No Implementation	3	6.98
Don't Know	2	4.65
Total	**43**	**100.00**

4.4.7 Records Retention and Disposal Schedule

As part of sound management of records, organizations are required to have a records retention and disposal schedule. With respect to this, the study sought to determine if the Nairobi City County Government had a records retention and disposal schedule in place. Thus, when this question was posed to respondents, the results were as indicated in table 4.14. As shown in the table, 86.05% affirmed that there existed a records retention and

disposal schedule while only 9.30% noting that it did not exist. However, 4.65% pointed out that they were not aware of the existence of such instrument. Based on the outcomes, it was inferred that the Nairobi City County Government had a records retention and disposal schedule but was not known to all people in the organization.

Table 4.14: Presence of Records Retention and Disposal Schedule

Presence of Records retention & disposal schedule	Frequency	Percentage
Yes	37	86.05
No	4	9.30
I don't Know	2	4.65
Total	**43**	**100**

4.4.8 Implementation of Records Retention &Disposal Schedule

Importantly, the study sought to establish if the records retention and disposal schedule was being implemented by the Nairobi City County Government. This was important as it helped the study to determine if retention and disposal of records are governed by a standardized procedure. Hence, when this question was posed to the respondents, the results were as indicated in Table 4.15. As illustrated in the table, 81.40% t noted that there was partial implementation of the records retention and disposal schedule, 6.98 % noted that there was full implementation while 9.30% percent noted that there was no implementation. On the other hand, only 2.33 % did not know if the records retention and disposal schedule was being implemented. Based on the findings of the study it was inferred that the records retention and disposal schedule was being partially implemented by the Nairobi City County Government.

Dikopoulou and Mihiotis (2010) affirms the criticality of the retention and disposal schedule as they point out that information created during the activities of an organisation is a critical resource not only to the organisation but also for the society the organisation operates in. They further argue that, to achieve an efficient use of information assets organizations must control their production, use, transfer, retention and disposal.

Table 4.15: Implementation of Records Retention &Disposal Schedule

Records retention & disposal schedule	Frequency	Percentage
Fully Implementation	3	6.98
Partial Implementation	35	81.40
No Implementation	4	9.30
Don't Know	1	2.33
Total	**43**	**100.00**

4.5 Resources for Records Management at the Nairobi City County Government

The aim of the study was to assess the role played by records management in support of efficient Service Delivery in Nairobi City County Government with a view to proposing strategies to ensure sound records management and improved service delivery. To be able to attain this aim, part of the specific objective of the study was to establish the resources provided by the Nairobi City County Government towards records management and adequacy of these resources. These resources include Budgets, human resources, office space, records management equipment and finances. For this objective to be realized, several questions were posed to respondents.

4.5.1 Budget Allocation to Records Management Functions

The study sought to establish if the Nairobi City County Government allocated budgets for its records management function. When this question was posed to the respondents, the results were as illustrated in Table 4.16. As indicated in the table, only 2.33 pointed that budgets were allocated to the records management function, 90.70% noted that there were no budget allocation to the records management function while 6.98% did not know if budgets were being allocated to the records management function. Based on the findings of the study, it was affirmed that the Nairobi City County Government was not allocating budgets to records management as a function.

Table 4.16: Budget Allocation to Records Management Function

Budget allocation to RM Function	Frequency	Percentage
Yes	1	2.33
No	39	90.70
I don't Know	3	6.98
Total	**43**	**100**

4.5.2 Other Resource Allocation for Records Management

In addition, the study sought to establish the kind of resources provided by the Nairobi City County Government for records management function. When this question was posed to the respondents, the results were as indicated in Table 4.17. As illustrated in the table, it was established that the Nairobi City County Government provided human resources, office space, records management equipment and finances at 34.88%, 25.58% percent, 30.23% and 9.30% respectively. Based on these findings, the study deduced that

the Nairobi City County Government was providing the basic requirements for the management of records.

When the management was asked during the interview on provision of resources for records management at the Nairobi City County Government in terms of budgetary allocation, it was determined that the records management Section was being allocated through the Administration department. The County Director of Administration agreed that records management was catered for under administration department.

Table 4.17: Resources Provided for Records Management Function

Resources provided for RM function	Frequency	Percentage
Human resources	15	34.88
Office space	11	25.58
RM equipment & facilities	13	30.23
Finances	4	9.30
Total	**43**	**100.00**

4.5.3 Adequacy of Resources for Records Management

Importantly, the study sought to establish the adequacy of resources provided for records management at the Nairobi City County Government. Hence, when the question on the adequacy of resources that support records management was posed to its respondents, the results were as indicated in Table 4.18. As indicated in the table, the majority of the respondents at 51.16% noted that the resources provided were below average, 11.63% t noted resources to be very low, 20.93% said that the resources were adequate, 9.30 percent noted resources provided being above average and 6.98% said that the resources provided were very high. With respect to the interview to the management, the County

Director of Administration noted that the County was facing financial challenges to meet its needs and obligation but was striving to provide necessary resources to support records management function although inadequate. Thus, it was deduced that the provided resources by the Nairobi City County Government were not adequate for the management of records in the County.

Table 4.18: Adequacy of Resources Provided for Records Management Function

Adequacy of resources provided for RM function	Frequency	Percentage
Very high	3	6.98
Above average	4	9.30
Average	9	20.93
Below average	22	51.16
Very low	5	11.63
Total	**43**	**100.00**

The findings concur with study done by **Bowen (2006)** who states that in today's litigious society, Records Management is more important than ever but unfortunately is still overlooked and under-funded at all levels of government. A sound records management program is profitable to the organization as it helps to improve customer service, increase staff efficiency and provides a strong legal defense.

4.5.4 Integrating ERMS in Records Management Function

Additionally, the study sought to determine if the Nairobi City County Government had Integrated Electronic Records Management Systems (IERMS) in its records management function. Hence, when a question was posed to respondents if an Integration of an Electronic Records Management system had been done in records management function, the outcome were as indicated in Table 4.19. As illustrated in the table, 4.65% of the

respondents noted that Electronic Records Management System had been integrated while 88.37% pointed out that Integration had not been done. On the other hand, 6.98% did not know if the Nairobi City County Government had Integrated Records Management in its Records Management function. With respect to interviews conducted, it was determined that IERMS was not in place. Director ICT was quoted to have said,

"There are a number of electronic systems available in the County, but records management is yet to be integrated electronically. The County has future plans to automate its records management system".

Based on these findings, it was inferred that the Nairobi City County Government had not integrated Electronic Records Management System in its Records Management System.

Table 4.19: Integration of ERMS in Records Management Function

Integration of ERMS in RM Function	Frequency	Percentage
Yes	2	4.65
No	38	88.37
I don't Know	3	6.98
Total	**43**	**100**

4.6 Role of Records Management to Service Delivery

4.6.1 Contribution of Records Management to Service Delivery

As part of the study's aim to assess the role played by records management in support of efficient Service Delivery in Nairobi City County Government and with a view to proposing strategies to ensure sound records management and improved service delivery, the study sought to determine the contribution of record management towards service

delivery at Nairobi City County Government. For this to be realized, a number of questions were posed to respondents. To begin with, the study sought to establish if the respondents' delivery of services to their clients required records to support their service delivery. Hence, the results were as indicated in table 4.20. As illustrated in the table, 97.67%affirmed that they required records to be able to provide services while only 2.33 percent noting that they did not require records in delivery of services. From the interviews undertaken, all respondents noted that they required records in order to provide services. Director Finance was quoted to have said,

"In my function, there is no activity or request that can be processed without records hence their key importance in service delivery".

Thus, it was deduced that records are an integral part in the provision of services at Nairobi City County Government. This concurs with the position held by Ngoepe (2008) who asserts that better service delivery always begins with better records management practices. This is because government departments can only take appropriate action and make correct decisions if they have sufficient information at their fingertips.

Table 4.20: Requirement of Records for Service Delivery

Requirement of records for service delivery	Frequency	Percentage
Yes	42	97.67
No	1	2.33
Total	43	100

4.6.2 Types of Records Required for Service Provision

Besides, the study sought to determine the types of records required by its respondents in provision of services at Nairobi City County Government. This was important as it helped to establish the kind of records managed by the County City Government. Hence, when this question was posed to its respondents, the outcomes were illustrated in table 4.21. As illustrated in the table, it was determined that the Nairobi City County Government manages a wide range of records that are used in provision of services. These records include administrative records at 11.63%, human resource records at 16.28%, land records at 18.60%, health records at 11.63%, financial records at 13.95%, procurement records at 9.30% and rates/licenses/permit records at 18.60%. From these findings, it was deduced that the Nairobi City County Government provides a wide range of services which are all dependent on records management. These findings are consistent with study done by Marutha and Ngulube (2010) who argue that proper records keeping is key for the government body to facilitate open access to information and other services. In addition, Bhana (2008) brings to attention that poor records control has bad consequences for all citizens.

Table 4.21: Types of Records Required for Service Provision

Types of records required for services	Frequency	Percentage
Administrative records	5	11.63
Human resource/personnel	7	16.28
Land records	8	18.60
Health records	5	11.63
Financial records	6	13.95
Procurement records	4	9.30
Rates/licenses/permit records	8	18.60
Total	**43**	**100.00**

4.6.3 Role of Records Management in Supporting Services Delivery

Importantly, the study sought to determine the role records management play in supporting provision of services at the Nairobi City County Government. Thus, when a question on the role of records management in supporting service provision was posed to respondents, the results were illustrated in Table 4.22. As indicated in the table, it was determined that records management plays a central role in the provision of services at the Nairobi City County Government These roles include providing evidence of transactions at 23.26 %, accountability and transparency at 20.93 %, safeguarding parties interests at 18.60%, promoting justice at 16.28, promoting fairness at 11.63% and protection of rights at 9.30%.In addition, the interviews undertaken affirmed various roles of records management in supporting service delivery. These included provision of evidence, promoting accountability and transparency and fairness. For instance, Director Legal Affairs pointed out that records were critical in promoting transparency, accountability and that they are used to protect rights of the County in litigations. From these results, it was deduced that records management plays a key role in provision of services to both the Nairobi City County Government and to its clients.

The findings are consistent with the position held by ESARBICA (2009) posits that records are consulted as proof of activity by senior managers, auditors, concerned citizens or by anyone inquiring into a decision, a process or the performance of an organization or an individual. Therefore, records are a tool of administration, a carrier of information and therefore a by-product of the business and administrative processes of any organization.

Table 4.22: Role of Records Management in Supporting Services Provision

Role of RM in supporting services provision	Frequency	Percentage
Evidence of transactions	10	23.26
Accountability & transparency	9	20.93
Safeguarding parties interests	8	18.60
Promoting justice	7	16.28
Promoting fairness	5	11.63
Rights protections	4	9.30
Total	**43**	**100.00**

4.6.4 Ways of Improving Records Management

As part of the continually improvement principle, the study sought to determine the ways in which records management can be improved to support service delivery at the Nairobi City County Government. Thus, when respondents were asked to suggest ways in which records management can be improved to support service delivery, the outcome were as indicated in Table 4.23. As illustrated in the table, it was determined that integration of Electronic Records Management System was noted to be a key strategy that can help to support provision of services at 25.58%, additional qualified records management staff was mentioned by 23.26% percent of the respondents, provision of records management facilities by 20.93%, training and capacity building on records management was mentioned by 13.95%, while full implementation of the records management policy and procedures were mentioned by 16.28% of the respondents. From the interview with the top management, it was determined that strategies such as integration of ICT, developing capacity of the records management function, implementation of the records management policy and procedures were ways of improving records management in the County.

Based on these results, it was opined that if these strategies can be implemented by the Nairobi City County Government, then records management effectiveness will be realized and will in turn support service provision to a great extent.

Table 4.23: Ways of Improving Records Management to Support Services Provision

Ways of improving RM to support services provision	Frequency	Percentage
Integration of ERMS	11	25.58
Additional qualified Records Management staff	10	23.26
Provision of Records Management facilities & equipment	9	20.93
Training & capacity building	6	13.95
Full implementation of RM Policy & Procedures	7	16.28
Total	**43**	**100.00**

4.7 Perception of the Public Towards Service Delivery and Records Management at Nairobi City County

The study sought to determine the perception of the public towards service delivery and records management at Nairobi City County Government. As part of achieving this objective, the study posed several questions to its respondents who formed part of the general public that seek and access services from Nairobi City County Government. Hence, the study randomly sampled two (2) respondents from each of its service provision Sectors that included Governor's Administration, E-Government, Lands, Public Service Management, Health Services and Finance and Economic Planning; hence, it collected data from 12 members of the public that sought its services.

4.7.1 Time Duration for Service Delivery

The study sought to establish the time taken by the general public to access services from Nairobi City County Government. When this question was posed to the twelve members of the public, the feedback were as illustrated in Table 4.24. As illustrated in the table, it was determined that between one minute and 30 minutes; only 8.33% of clients were serviced, which was like duration between 31 minutes and 60 minutes and duration between 61 minutes and 90 minutes. On the other hand, 16.67% of the clients took between 91 and 120 minutes to be served while a high of 33.33 t of the clients took a day for them to be served, 16.67% percent of the clients took a week to be served while 8.33% had not been served at all. One client was quoted to say, "I am happy I got my medical certificate though I waited for it for 60 minutes". Based on the results, it was deduced that the services being provided to the public were taking longer than required.

Table 4.24: Time Duration for Service Provision to the Public

Time duration for service provision	Frequency	Percentage
01-30 minutes	1	8.33
31-60 minutes	1	8.33
61-90 minutes	1	8.33
91-120 minutes	2	16.67
One day	4	33.33
One week	2	16.67
Never served	1	8.33
Total	**12**	**100.00**

4.7.2 Quality of Service Delivery

In addition, the study sought to determine how the general public rated the service provision by Nairobi City County Government. Hence, when the twelve respondents were asked to rate the quality-of-service provision by Nairobi City County Government, the outcomes were as indicated in Table 4.25. As illustrated in the table, it was determined that most of the public felt that there was poor service provision by Nairobi City County Government as 50.00% of the respondents rated it as below average, 33.33% as poor. Only 8.33%rated the service provision as good and average. One client interviewed said that he was not happy to que for 30 minutes before he got served. Hence, it was deduced that the general public served by Nairobi City County Government felt that service provision were poorly rendered.

Table 4.25: Rating of Service Provision by the Public

Rating of service provision	Frequency	Percentage
Excellent	0	0.00
Very good	0	0.00
Good	1	8.33
Average	1	8.33
Below average	6	50.00
Poor	4	33.33
Total	**12**	**100.00**

4.7.3 Need for Records and Documentation

Additionally, the study sought to determine if the services required by the public required support of records or documentations. Hence, when the twelve respondents were asked whether the services sought from the Nairobi City County Government required records

or documentation; the outcomes were as illustrated in Table 4.26. As indicated in the table, it was determined majority of the services sought from the Nairobi City County Government required records or documentation at 91.67% while only 8.33 % noted that they did not require records. Based on the findings of the study, it was affirmed that records were a primary requirement in the provision of services by the Nairobi City County Government. One client interviewed responded that , " I required my property file for approval for sub-division of my land which was available within 10 minutes after request". These findings support Marutha and Ngulube (2010) who state that a well improved service standard to every citizen can only be achieved with the implementation of proper records management program.

Table 4.26: Requirement of Records/Documentation for Service Delivery

Require records/documentations for service delivery	Frequency	Percentage
Yes	11	91.67
No	1	8.33
Total	**12**	**100**

4.7.4 Availability of Records/Documents for Service Delivery

Importantly, the study sought to establish if the required records/documentations were easily accessed or availed from the general public client's point of view. Thus, when this question was posed to the twelve respondents, the results were as indicated in Table 4.27. As indicated in the table, it was determined that these records were not easily accessed or availed as 91.67% of the respondents affirmed the challenges in accessing records while only 8.33%noted that such records were easily accessed or availed. One client

interviewed responded, "Though most records required for service delivery were available, accessing them was a challenge due to the location of some of them stored either on high open shelves, in locked bulk filers or at the basements away from creating offices". Therefore, based on these findings, it was deduced that the challenges in accessibility of the required records affected provision of services to the general public. These findings support Mampe and Kalusopa (2012: 2) observed that government or public departments can only take appropriate action and make correct decisions if they have sufficient information at their fingertips.

Table 4.27:Accessibility/Availability of Records/Documentations for Service Delivery

Accessibility/availability of records/documentations for service delivery	Frequency	Percentage
Yes	1	8.33
No	11	91.67
Total	**12**	**100**

4.8 Chapter Summary

This chapter presented, analysed and interpreted the findings from the data collected on the role of records management in supporting service delivery in Nairobi City County. This was done in accordance with the research objectives and questions. Data was collected using semi structured questionnaires, interview schedules and observation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusion and recommendations of the study. Data for the study was collected using semi structured questionnaires and interviews and observation.

5.2   Summary of Findings

5.2.1 State of Records Management at Nairobi City County

With regards to the State of Records Management at Nairobi City County, the study came up with various finings as follows: The study established that Records management policy existed at Nairobi City County but it was being partially implemented and its existence was not well known to all staff and other stakeholders in the County; Similarly, Nairobi City County had a Records Management Procedures in place. However, these procedures were partially being implemented and its existence was not known to all stakeholders in Nairobi City County Government; Nairobi City County had a File Classification Scheme in place. Conversely, this Classification Scheme was not being used by all functions as some Departments were not aware of its existence.; and Nairobi City County had a Records Retention and Disposal Schedule but was not known to staff, employees and stakeholders in the County which implied that retention and disposal of County records was not properly regulated.

5.2.2 Resources for Records Management at Nairobi City County.

With regards tothe resources provided by the County government towards records management and whether these resources were adequate, the study highlighted various findings as follows:

Nairobi City County did not allocate budgets to records management as a function and his constrained proper functioning of records management at the County. As a result, the Record Management Division has to rely on other departments for support; Nairobi City County provided human resources, office space, records management equipment and financial resources as a basic requirement for the management of records, However, the provided resources by the Nairobi City County were not adequate for the Division to undertake its records management responsibilities; The Nairobi City County Government was yet to implement an Electronic Records Management System; and Therefore the management of records in Nairobi City County remains purely manual hence prone to challenges associated with manual paper records.

5.2.3 Contribution of Records Management Towards Service Delivery at Nairobi City County Government.

On whether records management contributed towards efficient service delivery at Nairobi City County, the study highlighted various findings as follows:

That Nairobi City County Government requires records to support provision of efficient service to its clients and Records constitute an integral part in the provision of services at Nairobi City County; Nairobi City County manages a wide range of records that are used in provision of efficient services, These records include administrative records, human

resource records, land records, health records, financial records, procurement records and rates/licenses/permit records and This shows that the Nairobi City County provides a wide range of services all of which depend on records management; Records management plays a key role in supporting provision of services at the Nairobi City County, These roles include providing evidence of transactions, accountability and transparency, safeguarding parties' interests, promoting justice, promoting fairness and protection of rights; That various strategies were needed to help Nairobi City County Government to improve its Records Management as a foundation for improved service delivery; and Among the strategies identified are; Integration of electronic records management system, additional qualified records management staff, provision of records management facilities, training and capacity building on records management and full implementation of the records management policy and procedures.

5.2.4 Public Perception towards Service Delivery and Records Management at Nairobi City County Government.

With regards to Public Perception towards Service Delivery and Records Management at Nairobi City County Government, the study highlighted various findings as follows:

That services being provided to the public by Nairobi City County were taking longer than required as majority of the services were taking the entire day to be provided; That the general public served by Nairobi City County felt that services being provided were below per caused by delays and non-provision of records; That majority of the services provided by the Nairobi City County Government were not available without the support of records and documents; That required records/documentations were not easily

accessed or availed from the general public client's point of view to support service provision; and According to the general public, the challenges in accessibility of the required records affected provision of services. The general public proposed that Nairobi City County Government undertakes the following measures: digitization of its Records Management function; introduction of an Electronic Records Management System; employing additional qualified records management staff and empower Records Management staff through training and capacity building. These measures will enable Nairobi City County Government to improve its records management function and will in turn improve Service Delivery.

5.3 Conclusion

The study through its findings identified several topical issues that call for further discussion. One of the findings was that:

Records Management plays a primary role in supporting service delivery in Nairobi City County. The study concluded that there existed poor state of records management at Nairobi City County which impacted negatively to provision of its services to the general public. This was exhibited by partial implementation of records management instruments and tools such as the Records Management Policy, Records Management Procedures Manual, File Classification Scheme and Records Retention and Disposal Schedules. Failure to implement these instruments and tools exposed the Nairobi City County to inconsistencies in its records management processes which contribute to challenges in accessibility and availability of records that are required for service provision.

It was concluded that the City Nairobi City County was not allocating budgets to records management as a function. This constrained the proper functioning of records management as a function as it was forced to depend on other departments. However, resources such as human resources, office space, records management equipment and financial resources were being provided as basic requirements for the management of records. Nonetheless, these resources were not adequate for the management of records in the County.

The County had not integrated Electronic Records Management System in its records management function. This meant that management of records in Nairobi City County was purely manual hence prone to challenges associated with manual systems such as retrieval delays.

The study concluded that records management contributes immensely towards service delivery at Nairobi City County. For the Nairobi City County to provide services, it required records. In the provision of wide variety of services by the Nairobi City County they require records which range from administrative records, human resource records, land records, health records, financial records, procurement records and rates/licenses/permit records. This placed records in playing key roles in supporting provision of services. These roles included providing evidence of transactions, accountability and transparency, safeguarding parties' interests, promoting justice, promoting fairness and protection of rights.

That services being provided to the public by the Nairobi City County were taking longer than required as majority of the services were taking the entire day to be provided. The

general public served by Nairobi City County felt that services being provided were below per which were attributed to delays and non-availability of records. Therefore, strategies such as digitization and integration of electronic records management system, employing additional qualified records management staff and training and capacity building should be employed by the Nairobi City County to improve its records management which will in turn support its service provision. Therefore, based on these findings, it was deduced that the challenges in accessibility of the required records affected provision of services to the general public.

5.4 Recommendations

Based on the findings and conclusion of the study, the study proposes the following recommendations that if adopted and implemented by Nairobi City County will help improve the state of its records management and improve its service delivery. The recommendations proposed are in line with the study objectives. The Nairobi City County should embark on:

5.4.1 Implementation of Records Management tools and instruments to address the state of records management.

Nairobi City County has adopted several records management tools and instruments which included the Records Management Policy, Records Management Procedures, File Classification Scheme, Records Retention and Disposal Schedule which had been partially implemented. The study recommends that the Deputy Director Records Management in liaison with the County Secretary and Head of County Public Service to ensure full implementation of the above mentioned tools and instruments in all the

County Sectors which will aid in promoting consistency and addressing certain records management challenges which will in turn support service delivery.

5.4.2 Provision of Adequate Resources and Budgetary Allocation to Records Management Function

The Nairobi City County provided resources though not adequate and no budgetary allocation to records management. This constrained the proper functioning of records management as a function as it was forced to depend on other departments. The study recommends that the County Chief Officer, Finance and Economic Planning to include allocation of adequate budget to records management to enable the Division to plan and implement its own programs without relying on other Departments.

5.4.3 Provision of Records Required for Service Delivery.

Records management contributed to service delivery as most services required records to be provided. The study recommends the Chief Officer Public Service Management to support the Deputy Director Records management to ensure that required records for service delivery were made available in all the County Sectors.

5.4.4 Integration of Electronic Records Management System (IERMS) into Records Management

Most of the records in Nairobi City County are in paper form which requires physical access and processing for service delivery. The study recommends that the Deputy Director Records Management to liaise with the Director ICT & E- Government to ensure Integration of Electronic Records Management System (IERMS). This will be able to address challenges such as delays in accessibility and availability of records

which hampers provision of services. The IERMS can aid the Nairobi City County to improve its records management which will in turn support its service provision.

5.4.5 Employment of Additional Qualified Records Management Staff

There was inadequate records management staff in terms of numbers and qualification in Nairobi City County. The study recommends that the Deputy Director Records Management liaise with the County Secretary and the County Public Service Board to employ additional qualified records management staff to supplement the efforts of the existing ones. This will help to lessen the pressure put on the few records management staff and be able to share proportionally records management responsibilities to support service delivery.

5.4.6 Provision of quality Customer Care and prompt Service Delivery.

That the general public served by Nairobi City County felt that services being provided were below per caused by delays and non-provision of records. The study recommends that the Chief Officer Public Service Management to support the Deputy Director Records Management and Director Customer care to ensure records required for all services provision are available and that customers are served within the shortest time possible. Good understanding and implementation of records management tools and quality customer are will go a long way in addressing most of the challenges experienced in records management and service delivery at Nairobi City County.

5.5 Suggestions for Further Research

This study is not conclusive. Within the study area, some aspects of Records Management were not covered. Secondly, there are other services within the area of study which are delivered by the County to the public, but which were also not focused. (Thirdly, most of the records are in paper form and most services are offered manually. There is a need for further studies to be done on the current Information Communication Technology (ICT) infrastructure or readiness for Electronic Government (E-Government). The study therefore recommends for further research to be undertaken on the effect of ICT and E- Government in support to provision of services in Nairobi City County Government.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondents,

RE: REQUEST TO PARTICIPATE IN DATA COLLECTION FOR MASTERS THESIS.

I am a Master Student in Information Science, Records and Archives Management at Moi University, School of Information Sciences – Nairobi Campus. I am currently carrying out a research Study on the role of records management in supporting service delivery in Nairobi City County Government. I have selected you since you are key in my area of study. In this regard, I kindly request for your input which will be very important in this area. I assure you that the information given plus the findings will be treated with confidentiality and used for academic purpose only.

I highly appreciate your positive response and corporation.

Yours faithfully,

Defence MachochoTole

APPENDIX II: INTERVIEW SCHEDULE FOR THE COUNTY DIRECTORS

SECTION A: RESPONDENTS GENERAL INFORMATION

1. What is your Gender?

    Male [ ]   female [ ]

2. What is your Age bracket?

    20-40 [ ]   41-50 [ ]   51-60 [ ]

3. Please tick your sector/Department?

    The governor/ Administration   [ ]

    ICT   [ ]

    Lands   [ ]

    Finance   [ ]

    Health   [ ]

    Environment   [ ]

4. What is your Education level?

    Masters   [ ]   Certificate [ ]   Primary   [ ]

    Degree   [ ]   A-level   [ ]

    Diploma   [ ]   O-level   [ ]

SECTION B: STATE OF RECORDS MANAGEMENT AT NAIROBI CITY COUNTY

5. Does the City County Government of Nairobi have a records management policy?

6. If YES in question 5, what is the extent of the implementation of the Records Management Policy?

7. Does the City County Government of Nairobi have a records management procedure manual?

8. If YES in question 7, what is the extent of the implementation of the Records Management procedure manual?

9. Does the City County Government of Nairobi have a records classification scheme?

10. If YES in question 8, what is the extent of the implementation of the records classification scheme?

11. Does the City County Government of Nairobi have a records retention & disposal schedule?

12. If YES in question 11, what is the extent of the implementation of this records retention & disposal schedule?

SECTION C: RESOURCES FOR RECORDS MANAGEMENT AT THE CITY COUNTY OF NAIROBI

13. Does the City County Government of Nairobi allocate budget to records management function?

14. Where are the resources provided by the City County Government of Nairobi for records management?

15. What is the adequacy of the resources provided for management of records at the City County Government of Nairobi

16. Has the City County Government of Nairobi integrated an electronic records management system in its records management?

SECTION D: CONTRIBUTION OF RECORDS MANAGEMENT TOWARDS SERVICE DELIVERY

17. Do you require records to provide services in your function?

18. What are the types of records that you need/use in provision of services in your function?

19. What do you think is the role of records management in your sector in supporting services provision?

20. Suggest ways in which the rate of records management can be improved to enhanced service delivery to citizens?

APPENDIX III: QUESTIONARE FOR HEADS OF DEPARTMENTS/ACTION OFFICERS

SECTION A: RESPONDENTS GENERAL INFORMATION

1. What is your Gender?

    Male [ ]   female [ ]

2. What is your Age bracket?

    20-40 [ ]   41-50 [ ]   51-60 [ ]

3. Please tick your sector/Department?

    The governor/ Administration   [ ]

    ICT   [ ]

    Lands   [ ]

    Finance   [ ]

    Health   [ ]

    Environment   [ ]

4. What is your Education level?

    Masters   [ ]   Certificate [ ]   Primary   [ ]

    Degree   [ ]   A-level   [ ]

    Diploma   [ ]   O-level   [ ]

SECTION B: STATE OF RECORDS MANAGEMENT AT NAIROBI CITY COUNTY

5. Does the City County Government of Nairobi have a records management policy?

    Yes [ ]   No [ ]

6. If YES in question 5, what is the extent of the implementation of the Records Management Policy?

    Full implementation   [ ]   No implementation [ ]

    Partial implementation   [ ]   I don't know   [ ]

7. Does the City County Government of Nairobi have a records management procedure manual?

    Yes [ ]   No [ ]   I don't know   [ ]

8. If YES in question 7, what is the extent of the implementation of the Records Management procedure manual?

        Full implementation   [ ]   No implementation [ ]

        Partial implementation   [ ]   I don't know   [ ]

9. Does the City County Government of Nairobi have a records classification scheme?

  Yes [ ]   No [ ]   I don't know   [ ]

10. If YES in question 8, what is the extent of the implementation of the records classification scheme?

        Full implementation   [ ]   No implementation [ ]

        Partial implementation   [ ]   I don't know   [ ]

11. Does the City County Government of Nairobi have a records retention & disposal schedule?

  Yes [ ]   No [ ]   I don't know   [ ]

12. If YES in question 11, what is the extent of the implementation of this records retention & disposal schedule?

  Full implementation   [ ]   No implementation [ ]

  Partial implementation   [ ]   I don't know   [ ]

SECTION C: RESOURCES FOR RECORDS MANAGEMENT AT THE CITY COUNTY OF NAIROBI

13. Does the City County Government of Nairobi allocate budget to records management function?

  Yes [ ]   No [ ]   I don't know   [ ]

14. Where are the resources provided by the City County Government of Nairobi for records management?

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  …………………………………………………………………………………………

15. What is the adequacy of the resources provided for management of records at the City County Government of Nairobi

  Very high   [ ]   Average   [ ]   Very low [ ]

  Above average   [ ]   Below average [ ]

16. Has the City County Government of Nairobi integrated an electronic records management system in its records management

  Yes [ ]   No [ ]   I don't know [ ]

SECTION D: CONTRIBUTION OF RECORDS MANAGEMENT TOWARDS SERVICE DELIVERY

17. Do you require records to provide services in your function?

  Yes   [ ]   No   [ ]

18. What are the types of records that you need/use in provision of services in your function?

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19. What do you think is the role of records management in your sector in supporting services provision?.

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20. Suggest ways in which is the rate of records management can be improved to enhanced service delivery to citizens?

  …………………………………………………………………………………………
  …………………………………………………………………………………………

APPENDIX IV: INTERVIEW SCHEDULE FOR HEADS OF SECTIONS

SECTION A: RESPONDENTS GENERAL INFORMATION

21. What is your Gender?

        Male [ ]   female [ ]

22. What is your Age bracket?

        20-40 [ ]   41-50 [ ]   51-60 [ ]

23. Please tick your sector/Department?

The governor/ Administration	[ ]
ICT	[ ]
Lands	[ ]
Finance	[ ]
Health	[ ]
Environment	[ ]

24. What is your Education level?

Masters	[ ]	Certificate	[ ]	Primary	[ ]
Degree	[ ]	A-level	[ ]		
Diploma	[ ]	O-level	[ ]		

SECTION B: STATE OF RECORDS MANAGEMENT AT NAIROBI CITY COUNTY

25. Does the City County Government of Nairobi have a records management policy?

26. If YES in question 5, what is the extent of the implementation of the Records Management Policy?

27. Does the City County Government of Nairobi have a records management procedure manual?

28. If YES in question 7, what is the extent of the implementation of the Records Management procedure manual?

29. Does the City County Government of Nairobi have a records classification scheme?

30. If YES in question 8, what is the extent of the implementation of the records classification scheme?

31. Does the City County Government of Nairobi have a records retention & disposal schedule?

32. If YES in question 11, what is the extent of the implementation of this records retention & disposal schedule?

SECTION C: RESOURCES FOR RECORDS MANAGEMENT AT THE CITY COUNTY OF NAIROBI

33. Does the City County Government of Nairobi allocate budget to records management function?

34. Where are the resources provided by the City County Government of Nairobi for records management?

35. What is the adequacy of the resources provided for management of records at the City County Government of Nairobi

36. Has the City County Government of Nairobi integrated an electronic records management system in its records management

SECTION D: CONTRIBUTION OF RECORDS MANAGEMENT TOWARDS SERVICE DELIVERY

37. Do you require records to provide services in your function?

38. What are the types of records that you need/use in provision of services in your function?

39. What do you think is the role of records management in your sector in supporting services provision?.

40. Suggest ways in which is the rate of records management can be improved to enhanced service delivery to citizens?

APPENDIX V:QUESTIONARE FOR HEADS OF RMU/RECORDS STAFF

SECTION A: RESPONDENTS GENERAL INFORMATION

1. What is your Gender?

   Male [ ]   female [ ]

2. What is your Age bracket?

   20-40 [ ]   41-50 [ ]   51-60 [ ]

3. Please tick your sector/Department?

   The governor/ Administration   [ ]

   ICT   [ ]

   Lands   [ ]

   Finance   [ ]

   Health   [ ]

   Environment   [ ]

4. What is your Education level?

   Masters   [ ]   Certificate [ ]   Primary [ ]

   Degree   [ ]   A-level   [ ]

   Diploma   [ ]   O-level   [ ]

SECTION B: STATE OF RECORDS MANAGEMENT AT NAIROBI CITY COUNTY

5. Does the City County Government of Nairobi have a records management policy?

   Yes [ ]   No [ ]

6. If YES in question 5, what is the extent of the implementation of the Records Management Policy?

   Full implementation   [ ]   No implementation [ ]

   Partial implementation   [ ]   I don't know   [ ]

7. Does the City County Government of Nairobi have a records management procedure manual?

   Yes [ ]   No [ ]   I don't know   [ ]

8. If YES in question 7, what is the extent of the implementation of the Records Management procedure manual?

Full implementation   [ ]   No implementation [ ]

Partial implementation   [ ]   I don't know   [ ]

9. Does the City County Government of Nairobi have a records classification scheme?

   Yes [ ]   No [ ]   I don't know   [ ]

10. If YES in question 8, what is the extent of the implementation of the records classification scheme?

Full implementation   [ ]   No implementation [ ]

Partial implementation   [ ]   I don't know   [ ]

11. Does the City County Government of Nairobi have a records retention & disposal schedule?

   Yes [ ]   No [ ]   I don't know   [ ]

12. If YES in question 11, what is the extent of the implementation of this records retention & disposal schedule?

Full implementation   [ ]   No implementation [ ]

Partial implementation   [ ]   I don't know   [ ]

SECTION C: RESOURCES FOR RECORDS MANAGEMENT AT THE CITY COUNTY OF NAIROBI

13. Does the City County Government of Nairobi allocate budget to records management function?

   Yes [ ]   No [ ]   I don't know   [ ]

14. Where are the resources provided by the City County Government of Nairobi for records management?

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15. What is the adequacy of the resources provided for management of records at the City County Government of Nairobi

   Very high   [ ]   Average   [ ]   Very low [ ]

   Above average   [ ]   below average [ ]

16. Has the City County Government of Nairobi integrated an electronic records management system in its records management

    Yes [ ]   No [ ]   I don't know [ ]

SECTION D: CONTRIBUTION OF RECORDS MANAGEMENT TOWARDS SERVICE DELIVERY

17. Do you require records to provide services in your function?

    Yes   [ ]   No   [ ]

18. What are the types of records that you need/use in provision of services in your function?

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19. What do you think is the role of records management in your sector in supporting services provision?.

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    …………………………………………………………………………

20. Suggest ways in which is the rate of records management can be improved to enhanced service delivery to citizens?

    …………………………………………………………………………
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    …………………………………………………………………………
    …………………………………………………………………………

APPENDIX VI: QUESTIONARE FOR THE PUBLIC WHO SEEK SERVICES FROM NAIROBI CITY COUNTY GOVERNMENT.

1. How long did it take you to get the service

    20-30 min [ ]   31-60 min [ ]   61-90min [ ]   91-100 min [ ]

    0ne day [ ] one week [ ] never   [ ]

2. How do you rate service delay at Nairobi city county

    Excellent [ ]   very good [ ]   good [ ]   bad [ ]   worse [ ]

3. What do you think are the reasons for delayed, poor or lack of service in the county?

    …………………………………………………………………………………………

    …………………………………………………………………………………………

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    …………………………………………………………………………………………

4. If no what are the reasons given for lack of records?

    …………………………………………………………………………………………

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5. Please suggest reasons to help the county improve records management for faster service delivery

    …………………………………………………………………………………………

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APPENDIX VII: PILOT STUDY PRE-TEST CHECKLIST

1. (a) Does the questionnaire have any typographic errors?

    Yes [ ]   No [ ]
    (b) If yes please indicate them in the questionnaire

2. (a) Are there any miss spelt words in the questionnaire?

    Yes [ ]   No [ ]
    (b) If yes please indicate them in the questionnaire

3. (a) Are the questions relevant to the respondent?

    Yes [ ] No [ ]
    (b) If no, please provide suggestions

4. (a) Does the questionnaire contain direct questions?

    Yes [ ]   No [ ]
    (b) If yes, please provide suggestions below

5. (a) Are the questions presented in a systematic and logical manner?

    Yes [ ]   No [ ]
    (b) If yes, please provide suggestions below

6. (a) Are the questions easily understood?

    Yes [ ]   No [ ]
    (b) If no, please provide suggestions below
7. (a) Is the questionnaire too long?

    Yes [ ]   No [ ]
    (b) If yes, please provide some suggestions below.

8. Kindly provide any other suggestions which will help improve the quality of the

    questionnaire.

APPENDIX VIII: OBSERVATION CHECKLIST

ITEM	OBSERVATION DETAILS	COMMENTS
State of records management	- Do you have records in your Sector? - Who manages records in your sector? - Is the person who manages records in your sector trained in records management? - What level of records management is he person? - Where are your records kept? - What formats are your records. Paper or electronic? - What role does the sector play in records management? -Does your sector have adequate storage space for records? -where are your records located? - Work environment e.g. lighting, - Grilled windows - Grilled doors, -Working space e.g. reception, ,	
Policies and procedures	Classified and indexed records.	
Records management in service delivery	- required records to support the provision of your service to the public? -type of records you require to provide services to the public? -relevant records required to support services	

	delivery? -Who are the users of your records? -What purpose do they use the records for? -strategies to improve records management and service delivery for improvement?	
Provision of services	-what services do you seek from this sector? -are the services always available -what services do you offer to the public?	
Resources provided for records management	-Do you have budgets for records management? -what records management activities have you budgeted for in your Sector? - The storage equipment provided? -Is the storage adequate in terms of space and security? - A records center for semi-current records? -An archives building for non-current records? -space -adequate, inadequate, -desks, -Please give suggestions for improvement.	

APPENDIX IX: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 372025

Date of Issue: 18/September/2020

RESEARCH LICENSE

This is to Certify that Ms.. Diffence Annie Machocho Tole of Moi University, has been licensed to conduct research in Nairobi on the topic: The Role of Records Management in Supporting Service Delivery in Nairobi City County Government for the period ending : 18/September/2021.

License No: NACOSTI/P/20/6777

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Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

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