



Challenges In Managing Records For Effective Service Delivery In Agricultural Firm A Case Of Kenya Agricultural And Livestock Research Organization (KALRO) Headquarters, Nairobi.

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ABSTRACT

Records are important sources of both information and knowledge, they ensure that an organization makes timely, accurate, relevant and informed decisions. Therefore, records should be maintained and enhanced throughout their life by establishing appropriate records management programs. Effective and efficient service delivery to the Kenyan public still remains an issue of great concern. This is due to the slow, inefficient and deliberate or uninformed delivery of service to the public. It was the impetus of the study to identify the challenges experienced in managing records for effective service delivery at KALRO. Government institutions face various challenges with regard to the management of records. African countries have tried to undertake civil service reforms, but they have not been successful as anticipated. The study adopted both quantitative and qualitative research design. The population which was studied includes managers of various departments, registry staff, records managers, and staff in every relevant department or division at the headquarters of KALRO in Nairobi. Purposive sampling was used for the study. The finding of the study reveals that respondents disagreed that there was poor working conditions ($M=1.89$; $SD=.762$); files retention by action officers ($M=1.59$; $SD=.591$) and about Others (mix up of current, semi-current and noncurrent records in the registry) ($M=1.90$; $SD=.549$). On the hand the respondents strongly disagreed that there was lack of adequate facilities and equipment ($M=1.23$; $SD=.421$), users do not understand roles and importance of the registries (1.43 ; $SD=.591$), registry staff lack adequate training ($M=1.18$; $SD=.382$) and lack of proper implementation of records management policy ($M=1.30$; $SD=.680$). The study concluded that there was a positive relationship between record management practices and service delivery ($r=.967$; p value < 0.05). Best record management practices will enhance service deliver and improve efficiency and effectiveness in storage and accessing of information at any time it is required by any user. The study recommended that in order for the records management staff to update and improve their skills there was need for the organizations to identify and develop programs in records management in form of short-term courses, workshops and advanced education for those without records and archives knowledge.

Key Words; Challenges, Record Management, Knowledge, service delivery

BACKGROUND OF THE STUDY

Records are important sources of both information and knowledge. They ensure that an organization makes timely, accurate, relevant and informed decisions. These then can contribute to sustainable socio-economic and political development (Kemoni 2007:2). Sherperd (2006:13) explains that a record acts as a documented evidence of activities that reflects actions undertaken by either an individual or members of any organization in the course of conducting their business and hence results in a definable outcome. Records are not limited by their physical form, age or the fact that they contain information. Records possess' essential characteristic that makes them to provide some evidence of activities undertaken. They are indispensable when it comes to providing accountability (Ndenje-Sichalwe and Ngulube, 2008). Cox and Wallace (2002) corroborate this by stating that accountability and transparency cannot be achieved in environments where information is not available.

Vander Wald et al. (2002) observe that records are fundamental information resources for both government and private organizations as well. Therefore, they should be maintained and enhanced throughout their life by establishing appropriate records management programs. Many organizations including private and public institutions should be accountable in many ways to meet legal, regulatory and fiscal requirements. Organizations, therefore, should be ready to undergo records management audits and regular inspections to enable them explain their actions (Shepherd and Yeo 2003). Public institutions such as KALRO should adhere to proper records management practices to ensure efficient and effective public service delivery.

Without authentic and reliable documentary evidence reinforcing all essential processes for accountability, the government, the civil society and the also the private sector cannot ensure that there is transparency, guarantee accountability and or allow for the exercise of good governance (Obura, 2012; Schenkelaars and Ahmad, 2004).

The Australian Standard (1996:6) explains that records management is the discipline and organizational function that entails records keeping practices that ensures business operational efficiency, accountability requirements that meet community expectations. Kemoni (2007:25) and Makhura and Du Toit(2005:215) asserts that records management may be looked at as a subdivision of information management. In this regard, information management encompasses the management of all the information generated by an organization. It also entails the management of the people, hardware, software and systems that generate and provide this information.

To ensure that organizations like KALRO provide best services to the general public, there is need for a good records management program to be in place. The program should entail establishment of policies and procedures. This will ensure the adoption of best practices in records management enforced by standards and have benchmarks set to ensure those in custody of records adhere to them. The records managers should implement the program with support from the organization's top management. There is also need to ensure that all staff generating and using records are aware of the program. Hase and Galt (2010:39) observe that good practices in records management is a contributing factor to an organization's effectiveness.

Hase and Galt (2010:39) further expound on factors that enhance an organizational effectiveness due to proper records management practices. These factors include: risk reduction; loss of credibility when paper trails cannot be easily accessible; continuity of organization and in particular its knowledge assets; improved customer relations and service as a result of quickly accessing and retrieving information; cost reduction due to improved inefficiency and elimination of inconsistency ,such as, duplication; reduction in operating costs

through ease of determination of who is the “owner” of records, and thus enabling the destruction of duplicate files and working documents.

Good practices in records management ensure efficient public service delivery. Public service delivery is key in ensuring an organization’s or even a country’s wellbeing. Citizens can get satisfaction and it also enhances development which can be economic, social or political. How efficient these services are provided will depend on good records management practices. On a day to day basis, institutions perform several regulated and unregulated activities that provide the public with services, but they should guarantee that these services are provided within the confines of the law (Mampe and Kalusopa, 2012, Kaunda, 2005, Nandain, 2006 Shan 2005, Wamukoya, 1995). Pemberton (1991) and Ngoepe (2008) advocate that enhancement in the delivery of efficient service begins with proper records management practices. This opinion is also shared by Mampe and Kalusopa (2012:2) who explains that government or public institutions can only take appropriate action and make correct decisions when they have sufficient information available at their fingertips.

Muriu (2012) expounds that the key aspect of local government reform in Kenya started in the late 1990s with the concern of improving service delivery by, among other means, institutionalizing citizen’s voice in decision making. This came against a background of poor performance in terms of service delivered to the public, huge debt burdens because of graft, and gross mismanagement of resources within the public sector. In 2013, Kenyan legislators enacted an act in parliament that establishes the constitution, roles and functions of KALRO amongst them is to accelerate equitable access to research data, resources and technology. Others were to promote application of findings from research and the use of technology in the area of agriculture (National Council for Law Reporting, 2015). This could only be possible if proper, accurate, complete and timely records are made available.

It is worth noting that the Institute of Economic Affairs held a public forum on the 27th July 2005 to discuss the public perception of public institutions. They wanted to find out the reasons for their poor performance and the measures to be undertaken to reform them. From the forum it was identified that public institutions are not only failing to provide satisfactory services but are also poorly managed and have departments that are corrupt in Kenya. Although KALRO was not amongst those mentioned in the report, the public perception of all the public institutions remained the same. It became apparent that most of the contributing factors mentioned towards these are common in nearly all public institutions. They include but are not confined to poor access to information, misfiled or lost information materials (records) in public offices. Poor state of recordkeeping was identified as the major contributing factor contributing to sub-standard services (IEA, 2005).

Records management enables efficient and effective service delivery in a number of ways such as; documentation of policies, procedures, rules and regulations. These usually dictate on the type and levels of services delivery or provided. Good practices in records management will also ensure presence of clear guidelines on responsibilities of staff in regard to a specific service and who should be provided with that service. It should also factor in how and the issue of cost incurred during the service provision. Nandain (2006) asserts that effective and efficient records management and provision of information that satisfies client’s needs provides the foundation for accountability, protection of human rights and increases the public’s awareness to their rights. Kemoni, Ngulube and Stillwell (2007) are also in agreement that proper management of records is a significant pillar to a government’s realization and achievement of its goals. The goals such as abiding by the requirements of the law, ensuring

accountability, and proper and efficient management of state resources and the protection of entitlements of its citizens. Furthermore, it enhances foreign relations.

The Constitution of Kenya (2010) states that the values and principles in the public service applies to all the organs of state regardless of the level of government and that includes state corporations. These values and principles in the public service include high standard of professionalism and ethics; effective, efficient and economical use of public resources; responsive yet effective prompt delivery of service that is impartial and equitable; involving the people during the process of policy making; accountability in terms of administrative acts; transparent, timely and accurate provision of information to the public and; ensuring that there is adequate representation of the diverse Kenyan communities through affordable, adequate and equal opportunities for appointment, training and advancement at all ranks in the public service. This is inscribed in Chapter 13 of the Kenyan Constitution of 2010.

BACKGROUND TO THE STUDY

The Kenya Agricultural and Livestock Research Organization (KALRO) was previously known as Kenya Agricultural Research Institute (KARI). KARI was established as a semi-autonomous government institution in 1979. The institute which was established as a new outfit continued its research activities from the East African Agricultural and Forestry Research Organization (EAAFRO), East African Veterinary Research Organization (EAAVRO) and the Ministries of Agriculture and Livestock Development. In 1986, the Kenyan government recognized the challenge to meet long-term food production constraints in the country. The Kenya Veterinary Vaccines Production Institute (KEVEVAPI) and the Kenya Trypanosomiasis Research Institute (KETRI) was then integrated into KARI. This was because of the recognition by the government to strengthen further its agricultural research system in order to create an institutional framework which could reorganize, consolidate and manage effectively its agricultural research in the country.

Through an act of parliament, the KALRO was established in 2013. It was, therefore, merged with KARI, Tea Research Foundation, Coffee Research Foundation and the Kenya Sugar Research Foundation. The organization (KALRO) has an oversight of 18 research institutes and is the leading national institution in bringing together all research programmes related to food crops, industrial crops and horticultural, livestock and range management, land and water management, and socio-economic activities.

Therefore, some of the core roles of KALRO are to promote sound research in agriculture, the generation of technology in agricultural activities and the dissemination of agro-based information aimed at ensuring food security through improved productivity in agriculture and also the conservation of the environment.

The Kenyan blue print of Vision 2030 recognizes the role played by research in technology generation and the creation of new knowledge. It envisions this as vital components in national development. The Kenyan Vision 2030 places a great significance on the value addition derived from agriculture and livestock as ways that can be used to raise the income of rural household as captured by the sector's driving strategy in the Agricultural Sector Development Strategy of 2010–2020. While implementing the second medium term plan, the Kenya Government reorganized the National Agricultural Research Systems by forming KALRO. The formation of KALRO was aimed at the reorganization of agricultural and livestock research into a dynamic, innovative, responsive and well-coordinated system that is driven by a common vision and goal.

The Kenya Agricultural and Livestock Research Act of 2013 created KALRO as a corporate body with a mandate of establishing suitable legal and institutional framework for coordinating research in the field of agriculture in Kenya. The following were the goals of setting up: to promote, co-ordinate, regulate and streamline research in crops, livestock, genetic resources and biotechnology in Kenya; to expedite equitable access to research information, resources and technology and promote the application of research findings and technology in the field of agriculture; to regulate, monitor and ensure that all agricultural research undertaken by research institutes and other institutions or persons undertaking agricultural research is consistent with the national priorities specified in the relevant policy documents.

To promote the dissemination and application of research findings in the field of agriculture and the establishment of a Science Park; to liaise with and ensure the co-ordination of institutions, agencies and persons involved in agricultural research; to establish platforms for the purposes of sharing research information, advancing research and transfer of technology and dissemination of information relating to advancements made in agricultural research; to ensure a continuation in performance improvement in the field of agricultural research among others.

All the above mentioned goals and functions of KALRO requires efficient records keeping practices in the enhancement of informed decision making, efficient and timely access to accurate and authentic data. It is because of this that the researcher commenced on the study of the impact of poor records management practices on service delivery at Kenya Agricultural and Livestock Research Organization (KALRO) specifically at its headquarters in Nairobi. Currently, KALRO has 18 semi-autonomous institutes as mentioned in the Kenya Agricultural and Livestock Research Act of 2013. The researcher chose the headquarters in Nairobi among the 18 research institutes to conduct the study. The headquarter is approximately 40 kilometres away from Nairobi Central Business District and is situated in the serene environment of Muguga off Nakuru – Nairobi highway.

Statement of the Problem

Effective and efficient service delivery to the Kenyan public still remains an issue of great concern. This is due to the slow, inefficient and deliberate or uninformed delivery of service to the public. Gessi et al. (2006) agrees that governments in the developing countries are costly, deliver poor services to its people, and are not sufficiently accountable or responsive to its citizens' needs.

A major contributor to these factors is poor records keeping practices in the public sector which has led to slow decision-making process. In Kenya, for example, records management has remained a neglected function in most administration units especially in public organizations. (Kemoni and Ngulube, 2008).

Consequently, a task force was formed in 2003 by the Government to determine the real causes of poor recordkeeping practices in Kenyan public institutions. According to the Office of the President, Directorate of Personnel Management (2003:2), the task force formed was to report to the Programme Director, Civil Service Reform Secretariat. According to Kemoni (2007:31), the findings from this task force shows that there is poor management of records and information in most public offices. This undermined how efficient and effective the services provided to the public in the government organizations were. The task force also noted that the management of records in the public sector was in a sorrowful state, right from the registries (where current records were found), to the records rooms or records centers (where semi-current and archival records were stored) (Kemoni, 2007:31).

Kulcu (2009), states that despite the findings of the task force, management of records in public institutions is still wanting yet there is a very strong linkage between good practices in records management and the enhancement of services delivered to the people especially in the public offices. Records management, therefore, is a key component of any public-sector reform programme. Furthermore, it enhances how efficiently any public office operates regarding services that are delivered to the public (Kemoni: 2008:2).

Inadequate records management practices in any organization may lead to decentralization of corruption, delayed service delivery, duplication of services, lack of accountability, poor governance and poor decision-making processes and this might lead to collapse of an institution. Musembi (2004:12) and Kemoni (2008) points out that bad practices in records management have devastating consequences such as delayed or poor delivery of services and frustrations on the side of members of the public hence creating avenues for corruption.

Because of this, the researcher embarked on this study to determine the poor practices in records management that occur at KALRO headquarters in the process of offering services to the public .The study is guided by the need to identify how poor practices in records management occur at KALRO and how these affect the services that are delivered to the public. The findings from this study can then be applied to improve records management activities and help support effective and efficient delivery of services to the public by the organization. This will help gain trust among the public and hence restore confidence on the people they serve. This study, therefore, is necessary because it will enable KALRO to evaluate itself and give it the opportunity to put appropriate measures, principles and proper records management practices in place to

Objectives of the Study

identify the challenges experienced in managing records for effective service delivery at KALRO

LITERATURE REVIEW

Records Management in Public Organizations in Kenya

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) 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.

According to Wamukoya (2000:48) government institutions face various challenges with regard to the management of records. African countries have tried to undertake civil service reforms, but they have not been successful as anticipated. Shepherd and Yeo (2003) noted that these reforms cannot be fully achieved without proper, reliable and effective records management programs. This is based on the fact that records play a critical role in service delivery. For instance, according to Wamukoya and Mutula (2005), records play a central role in combating vices such as corruption, promoting accountability, good governance, transparency and protection of citizens' rights. As such, any governments should support sound records management programs as a priority area in its ministries.

Public Procurement Oversight Authority in their Records Management Manual (2010) noted this "Poor procurement record keeping has been identified as one of the impediments to the procurement process. Often procurement files are incomplete and fragmented so that crucial procurement information is spread across numerous files. The situation is often compounded by the failure to integrate procurement record keeping with the broader records management function. For procurement reforms to succeed, record keeping weaknesses must be addressed."

According to Kemoni (2008:256) and Ketelaar (1992:5) records that are well preserved and accessible to the people are as essential in a free democracy as government of the people by the people, for the people because records are not only tools of the government, not only sources for historical research, but access to public archives gives the people the possibility to exercise their rights and to control their governments, its successes, its failures. With this in mind over the years records management in Kenya has been taking slow but promising steps towards improvement. The government is seeing the need for proper records management, reasons to protect and properly handle records and the importance of hiring qualified staff to manage these records.

Kenya's Constitution (2010) gives citizens the right of access to government information, and this has resulted in growing interest in Freedom of Information (FOI). The Constitution also contains an FOI provision through FOI Bill 2007 under article 35(Access to Information) records management is recognized as to providing a vital underpinning to any FOI scheme and even recommends the setting up of regulations for records management by FOI Commission.

Management Practices in Kenyan Public Institutions

According to Ngulube (2000:164) Records management is concerned with achieving economy and efficiency in the creation, maintenance, use and disposal of records during their entire life cycle. In spite of records management significance in government ministries, studies by the Records Management Trust (2003) and Mnjama (2007) suggest that records management programs in African countries are largely characterized by either collapsed systems or are in a state of disarray.

They also note that poor records management programs in these countries have become impediments to development since they contribute to corruption, lack of accountability and poor governance. Their studies recommended that records management programs should be prioritized by any civil service if the country is focused on development.

Shepherd and Yeo (2003) corroborate this as they add that records proof compliance or non-compliance with laws, rules and procedures. Other than trained people, records management programs require procedures, infrastructure and policies. Procedures define roles and performance targets; reflect required knowledge and skills among staff and are a means of communication, (Robek et al: 2007). Kennedy and Schauder (2000) recommend that manual records be stored in such a way that they can easily be retrieved because the main reason why records are kept is for future reference. In keeping with internationally accepted good records management practices, the Kenya National Archives and Documentation Service (KNADS) is the primary agency with legal responsibility for government records.

A compliant records management program is necessary for organizations to proactively and progressively manage all data, media and information. As the number of laws and severity of punishment governing records management continues to increase, it becomes even more paramount that organizations follow best practices for proper records management.

Organizations need to demonstrate “good faith” intentions to follow these best practices with consistency and accuracy.

An organization with a solid foundation of proven successful records management practices will preserve the right information for the correct length of time, meet legal requirements faster and more cost effectively, control and manage records management storage and destruction fees, demonstrate proven practices of good faith through consistent implementation, archive vital information for business continuity and disaster recovery, provide information in a timely and efficient manner regardless of urgency of request, use technology to manage and improve program, integrate policies and procedures throughout organization, establish ownership and accountability of records management program, arrange for continuous training and communication throughout the organization, project an image of good faith, responsiveness and consistency, review, audit and improve program continuously (Mountain: 2012). In Kenya, there also are laws enacted through parliament to govern the management of records and other standards, rules and procedures governing how public records are to be governed.

Good Records Management Practices for Enhanced Service Delivery

Some of the indicators of a good records management program include the factors such as when all staff create and keep full and accurate records, all staff can find records when they need to all staff are aware of the organizational policy/rules for managing email, for managing corporate data on mobile devices or storing data on removable storage devices, records are stored securely and protected from unauthorized access, alteration, deletion or loss, records in both paper and digital systems are disposed of accountably, records are captured into official recordkeeping systems, all recordkeeping requirements for high risk business processes are identified and documented, all business systems that create and keep records have been identified and all business systems that keep records of high risk business processes have been assessed for recordkeeping functionality.

RESEARCH METHODOLOGY

The study was conducted at Kenya Agricultural and Livestock Research Organization (KALRO) Headquarters located in Loresho, Nairobi, Kenya. The location was chosen since time and resources allocated for the research study would make it impossible to travel to other KALRO stations. Both quantitative and qualitative approach was adopted by the researcher in this study.

The population which was studied includes managers of various departments, registry staff, records managers, and staff in every relevant department or division at the headquarters of KALRO in Nairobi. Purposive sampling was used for the study.

Using the table prepared by Krejcie and Morgan (1970) on how to determine sample sizes from a particular population, the researcher was able to identify and come up with a sample size that was used in this research. For the table provided by Krejcie and Morgan (1970) see the Appendices IV.

Table 1: Distribution of Sample

Category	Population	Sample	Percentage (%)
Top Management	12	12	100.0
Action Officers	34	28	82.4
Registry Staff	24	19	79.2
Records Managers	5	5	100.0
Clerical Officers	44	36	81.8
TOTAL	119	100	84.0

Data analysis can be divided into three stages, namely coding data, entering data and cleaning data (Durrheim 2002). Kothari (2004) points out that data analysis implies editing, coding, classification and tabulation of collected data, to make it suitable for analysis. In this study, the researcher used frequency distribution tables to present the

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Challenges to Effective Service Delivery

The study identifies the challenges experienced in managing records for effective service delivery at KALRO. The respondents were asked to state their level of agreement or disagreement on the statements related to challenges experienced in Service delivery for records Management at KALRO. The responses were on a likert scale of: 1-strongly disagree; 2-disagree; 3-Neutral; 4-Agree; 5-Strongly agree. The findings of the research were summarized in the table below.

Table 2: Challenges experienced in managing records for effective service delivery at KALRO

Statement	N	M	SD
Poor working conditions	97	1.89	.762
Lack of adequate facilities and equipment	97	1.23	.421
Users do not understand roles and importance of the registries	97	1.43	.498
Retaining of files by action officers	97	1.59	.591
Registry staff lack adequate training	97	1.18	.382
Lack of proper implementation of records management policy	97	1.30	.680
Others(mix up of current , semi-current and noncurrent records in the registry)	97	1.90	.549
Overall Score	97	1.5	0.555

Source: Survey Data (2019)

The table above shows the descriptive statistics result on the respondent view on the challenges faced by the organization. The findings of the study reveal that respondents disagreed that there were poor working conditions ($M=1.89$; $SD=.762$); files retention by action officers ($M=1.59$; $SD=.591$) and about Others(mix up of current , semi-current and noncurrent records in the registry) ($M=1.90$; $SD=.549$). On the other hand, the respondents strongly disagreed that there was lack of adequate facilities and equipment ($M=1.23$; $SD=.421$), users do not understand roles and importance of the registries ($M=1.43$; $SD=.498$), registry staff lack adequate training ($M=1.18$; $SD=.382$) and lack of proper implementation of records management policy ($M=1.30$; $SD=.680$). The overall result shows that the respondents

disagreed on the challenges that could be experienced in managing records for effective service delivery at KALRO.

The qualitative data collected from the interview schedules also confirmed the above results. The following are the statements:

Record management may not lack issues. For instant, at KALRO the registry haven't lack adequate training, however, there was need to improve their competency on record security measures. In addition, funding allocated for registry should be increased to enable the department acquire more record automation equipment and tools

[Interviewee 1,5,8,10 & 11]

Also another statement made from interviewee 10 & 11 was:

Record management challenges may include but not limited to the following: unauthorized changes; loss of some records, and files, misfiling and records not in proper order as expected due to the rearrangement of departments, registries and offices, damage of records was also another state of records from the different system of government with some records being torn, during transfer or due to negligence.

[Interviewee 10 & 11]

Correlation analysis was done to test on the relationship that existence between the challenges and service delivery. The correlation result is shown in the table below.

Table 3: Correlation results on challenges and service delivery

		Challenges	Service Delivery
Challenges	Pearson Correlation	1	.868**
	Sig. (2-tailed)		.000
	N	97	97
Service Delivery	Pearson Correlation	.868**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

The results of correlation analysis revealed a positive strong relationship between challenges and service delivery ($r = .868$; p value < 0.05). We do therefore reject the null hypothesis because $p < 0.05$ and conclude that there was a significant relationship between the challenges and service delivery at KALRO. The coefficient of determination was calculated, $r^2 = 0.753$, indicating that the two variables share about 75.3% of their variance. This means that there was evidence of overlap between the two variables.

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Findings on Challenges experienced in managing records

The final objective of the study was to identify the challenges experienced in managing records for effective service delivery at KALRO. The finding of the study revealed that respondents disagreed that there was poor working conditions ($M=1.89$; $SD=.762$); files retention by action officers ($M=1.59$; $SD=.591$) and about Others(mix up of current , semi-current and noncurrent records in the registry) ($M=1.90$; $SD=.549$). On the hand the respondents strongly disagreed that there was lack of adequate facilities and equipment ($M=1.23$; $SD=.421$), users do not understand roles and importance of the registries (1.43 ; $SD=.591$), registry staff lacked adequate training ($M=1.18$; $SD=.382$) and lacked of proper implementation of records management policy ($M=1.30$; $SD=.680$). The overall result shows that the respondents

disagreed on the challenges that could be experienced in managing records for effective service delivery at KALRO. The correlation analysis revealed a positive strong relationship between challenges and service delivery ($r = .868$; p value < 0.05).

Conclusion

Based on the findings the study concluded that challenges could hinder service delivery in an organization. There was need for the management to put in place appropriate measures to counter challenges that the organization might face.

The study concluded that there was a positive relationship between record management practices and service delivery ($r=.967$; p value < 0.05). Best record management practices will enhance service deliver and improve efficiency and effectiveness in storage and accessing of information at any time it is required by any user.

Recommendations

The study recommended that in order for the records management staff to update and improve their skills there was need for the organizations to identify and develop programs in records management in form of short-term courses, workshops and advanced education for those without records and archives knowledge. The training should be on based on Training Needs Assessment (TNA) and provided to records managers, registry staff, clerical officers, action officers and secretaries since they are the ones handling records at KALRO. Training Needs Assessment means conducting a training based on areas identified to be of weakness among staff members or of need to the county for example electronic records management training to help staff successfully implement, use and guide other users on how to use EDRMS if need arises to implement one.

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