

**ISSUES SURROUNDING
IMPLEMENTING A RECORDS
MANAGEMENT PROGRAM: THE
CASE OF LAND BOARDS IN
BOTSWANA.**

SASA-CONFERENCE

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MYTHS ABOUT RECORDS MANAGEMENT

- ❖ “it is Registry”
- ❖ “A pile of papers? – who needs education to file these?”
- ❖ “Why are you not wearing overalls if you say you are a records manager”
- ❖ “Why don’t you leave this issue of carrying files to messengers”

BACKGROUND AND INTRODUCTION TO THE STUDY

- ◉ When establishing a records management programme, the starting point is to gain an understanding of the role, purpose and the environment of the organization and to analyze its structures, functions, processes and activities (ISO 15489:2001, clause 8.4)
- ◉ Land Boards in Botswana Boards being bodies entrusted with the management of Land and allocation as regulated by the Tribal Land Act of Botswana are no exception.

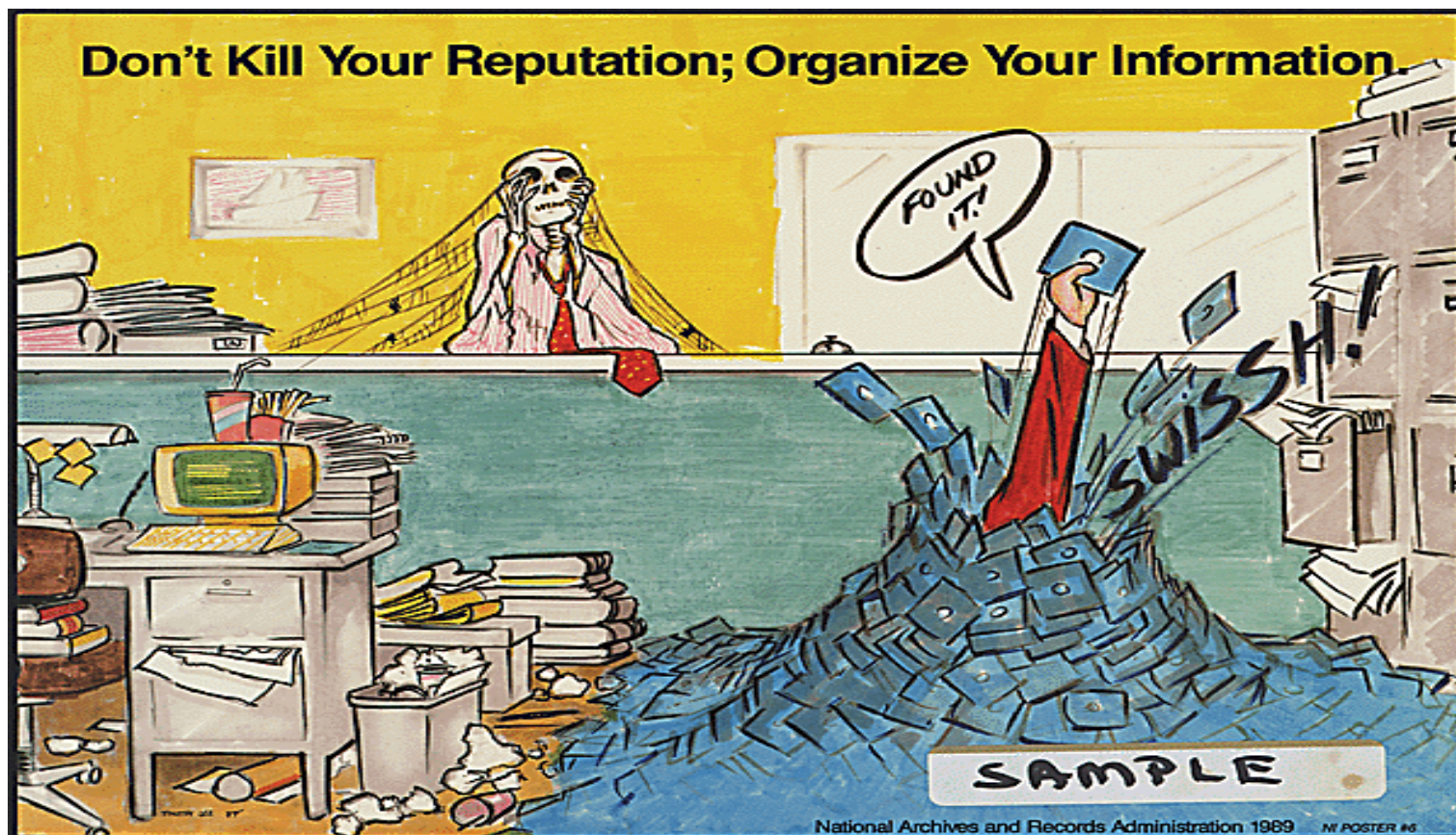
BACKGROUND OF LAND BOARDS

- ⦿ Land Boards were established under Section 3 of the Tribal Land Act (Chapter 32:02) of 1968 with the sole purpose of improving tribal land administration
- ⦿ Prior to 1968, tribal land was allocated and administered by the Chiefs (Dikgosi) under Customary Law (Mathuba 2003).
- ⦿ Land was allocated for the purposes of residential, grazing and arable farming.

IDENTIFICATION OF STRATEGIES FOR SATISFYING RECORDS REQUIREMENTS

- Strategies to satisfy the requirements that have been identified may include adopting policies, standards, guidelines, procedures and practices
- Records Managers designed and implemented a records management program for all the 12 Land Boards in Botswana

RECORDS MANAGEMENT PRACTICES IN LAND BOARDS BEFORE RMP



RECORDS MANAGEMENT PRACTICES IN LAND BOARDS BEFORE RMP

- ⦿ A study by Machacha (1981) revealed that land records were not available when needed and could not be easily referred to.
- ⦿ Abankwah (2012) reported that there was concern about the slow procedure of allocating land which was prolonged by Land Board staff who failed to locate missing files.
- ⦿ Makhumalo (2013) also stated that in Land Boards there was no records management policy and developed a model framework for the management of Land Records in all Land Boards of Botswana

RESEARCH METHODOLOGY

- ⦿ Practitioner based inquiry methodology was used. One of the researchers was part of the staff establishment of Botswana's Land Boards, the Tlokweng Land Board.
- ⦿ Data was collected through interviews, questionnaires, observations and analysis of Land Board reports of the whole project
- ⦿ Information was also based on personal experience by one of the authors having been in the organization for a period of nine years, been part of the development and implementation of the records management programme in one of the Land Boards.

SIGNIFICANCE OF THE STUDY

- ⦿ Research
- ⦿ organizations planning to design and implement such strategies may also benefit from the paper

OBJECTIVES OF THE STUDY

- To determine the Legislative, Regulatory and Policy framework for managing Land Board records.
- To determine how Land Board records are managed throughout their entire life cycle (this includes how records are classified)
- To determine the extent of ICT application in the management of Land Board records.

OBJECTIVES CONT'

- ⦿ To find out the skills base of the personnel managing Land Boards records
- ⦿ To establish the challenges associated with management of land records.
- ⦿ To find out if the implementation was helped in the National Land Registration Project

THE RECORDS MANAGEMENT PROGRAMME

- ◉ records managers identified gaps in the management of Land Records and worked collectively to develop a comprehensive RMP that was uniform for all the Land Boards.
- ◉ Land Boards still operated with no formal written records management policies, despite the recommendations by a number of scholars.
- ◉ Land Boards were making attempts in trying to standardize their records management systems

THE RECORDS MANAGEMENT PROGRAMME CONT'

- ⦿ Land Boards records were kept in poor storage facilities like un-lockable cabinets, and open shelves and as a result records were exposed to theft and unauthorized usage.
- ⦿ There was no effective systems and procedures that allow a record to go through out its life cycle
- ⦿ Shortage of storage space
- ⦿ These institutions also operated with no functional classification scheme

IMPLEMENTATION OF RMP

- ⦿ Land Boards developed a functional classification scheme.
- ⦿ Policy was developed in 2012 and was subsequently approved by the Botswana National Archives and Records Services in 2015. Section 11 of the Tribal Land Act gives Land Boards authority to formulate policies that can help them operate effectively
- ⦿ A retention schedule was also developed and space was created for records

ELECTRONIC RECORDS MANAGEMENT

- ⦿ Land Board Records Managers collaborated with Information Technology professionals and initiated the need to for Electronic Document and Records Management System (EDRMS) in 2013
- ⦿ This initiative has since not seen the light of the day
- ⦿ In another initiative, Component 5 of LAPCAS, being digitization of records, calls for the implementation of Land Information System (LIS)
- ⦿ The process involves digitizing all records and processes (CORE), and calls for complete, authentic and reliable records

CHALLENGES AND PROSPECTS

- ⦿ Shortage of staff
- ⦿ Incomplete records
- ⦿ Unreliable records
- ⦿ Poor storage facilities

CONCLUSION

- ⦿ Land Boards have demonstrated their desire to take records management aspects to the next stage
- ⦿ Land Boards as an entity they manage records throughout the life cycle; they need to adhere to all the records management standards.
- ⦿ The consistent use of appropriate standards is an absolute imperative to ensure best practice record keeping environment of constantly changing management, rapidly changing technology and increasing demands for legislative compliance.

DREAMS AND PROSPECTS

*If dreams were
horses the poor
would ride!*



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*Thank You
Nda Boka!!!*