REPUBLIC OF RWANDA

GOVERNMENT OF RWANDA

RECORDS AND ARCHIVES MANAGEMENT POLICY

September, 2012

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1.0   INTRODUCTION

1.1   Purpose

This Policy is based on and is aligned to the international records management standard ISO 15489.

The purpose of this Policy is to provide a framework for the management of public records in the Republic of Rwanda and to ensure that all activities and decisions of the Government of Rwanda are fully and accurately documented and managed in accordance with the life cycle principles of records creation, maintenance, use and disposal.

This policy aims to promote the accessibility and sharing of information within and across government and to enhance performance of business activities and service delivery by all government agencies. The policy also contributes towards the government's obligation for transparency and accountability to its citizens and other stakeholders.

While this policy limits itself to public records of the Republic of Rwanda, the Government of Rwanda, through institutions such as the National Archives, has a responsibility to acquire and preserve all records created by non-public sector entities which have informational and historical value for the nation, when the records have served their creator's purposes.

1.2   Policy Context and Rationale

This policy is linked to and provides the policy framework for the management of records within the context of Rwanda's national development programmes and initiatives.

1.2.1   Civil Service Reforms

Since 2004, the Government of Rwanda has been implementing civil service reforms to enhance the efficiency and effectiveness of Public Sector Institutions and achieve higher levels of service delivery. As part of the reforms, the missions and structures of public Institutions were reviewed in order to decentralize and

reduce bureaucracy in the public service. The public service was re-organized, reduced in size, and a number of central government functions were either decentralized to the districts and public agencies, or outsourced to the private sector and civil society organizations.

However, in spite of the progress that had been made, an assessment of Government operations conducted in 2008, found, among other things, that there were large volumes of incoming and outgoing documents, that documents were difficult to trace because not all documents went through the Central Secretariat, that there were multiple copies of similar documents archived in different institutions, that there was no policy on document retention and that there was a fragmented network infrastructure. With the heavy paper work in most public institutions, documents were not well organized and this made it difficult to locate and track them.

1.2.2 The Document Tracking and Workflow Management System

To improve service delivery, the Government of Rwanda, in 2011, embarked on implementing an electronic Document Tracking and Workflow Management System (DTWMS) to ease the tracking and long term preservation of documents through streamlined and automated processes within the public sector.

The Document Tracking and Workflow Management System was a component of the NICI-2010 Plan for an Integrated ICT – Led Socio-Economic Development Plan for Rwanda and was part of the E-Government and E-Governance Sub-Plan.

According to the NICI-2010 Plan, the purpose of DTWMS was to develop a centralised system that could be used in any Ministry, agency, or large organization to track the progress of documents through their life cycles. The system could be used to scan, register and route all incoming and outgoing mail, provide secure and consistent storage of documents and increase efficiency and reduce costs by including powerful and fast search facilities.

This policy is also an integral part of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) which provides the medium term framework for achieving the country's long term development goals and aspirations as embodied in Rwanda Vision 2020 (Republic of Rwanda, 2000), the seven year Government of Rwanda programme, and the Millennium Development Goals.

1.2.3 ICT Legislation

This policy recognises the provisions of the Draft ICT Bill which aims to establish a harmonized framework for information and communication technologies (ICT) policy and regulation, including electronic communications, the postal sector, information society and the broadcasting sector. The objectives of the proposed law include, amongst others, establishing Rwanda as a major global centre and hub for communications and multimedia information and content services; promoting a civil society where information-based services will provide the basis for continuing the enhancement of quality of both work and life; creating a conducive business environment for robust ICT applications; and ensuring information security, network reliability and integrity.

1.2.4 Access to Information Legislation

This policy also supports the Access to Information Bill which, when promulgated, will enable the public to access information possessed by public organs, certain classes of private bodies, public authorities and will establish systems and processes to promote proactive publication and dissemination of information.

The Bill aims to facilitate the right of all persons to have access to information held by public authorities and to require that public authorities proactively publish and disseminate information to the public in a useful form and manner in order to further the public interest generally.

Article 36 of the Bill deals with the management of records and specifies that every public organ and private sector organ to which the law applies shall keep and maintain its records in a manner which facilitates the right to information as provided for in the Law.

1.3 Overall Policy Objectives

- The objectives of this policy are to ensure that:

- A government-wide records management programme is established with coordinated policies, procedures, systems and people for the purpose of managing official records.

- Sound records management practices are adopted as a basic requirement of all government business activities and processes.

- Existing records management practices comply with the legal, regulatory and statutory requirements of the Government of Rwanda.

- All official records of government and its agencies are secured and protected in a manner commensurate to their value and use.

- All official records, regardless of the format or medium, are created, processed, maintained, used and disposed of in a professional manner and that the records promote efficiency and effectiveness in service delivery and contribute towards accountability and transparency in government.

- Electronic/digital and other technology-dependent records are generated and maintained in a manner that guarantees their authenticity, accessibility and usability for as long as they are required.

1.4   Policy Benefits

This policy is intended to provide the following benefits to the Government of Rwanda.

- Improve efficiency and productivity through the conduct of government business in an orderly, efficient and accountable manner.

- Reduce operating costs through the efficient and effective management of space, equipment and technology and through the application of records retention/disposal schedules.

- Ensure regulatory compliance with the provisions of legislative and regulatory frameworks underpinning records and information management as well as those under which various public sector institutions operate.

- Foster professionalism in running of public sector institutions through improved arrangement and storage of records, improved turn-around-times and protection of confidential official information.

- Assimilate new records management technologies to leverage efficiency, economy and effectiveness and to foster e-governance in the Republic of Rwanda.

- Support improved decision making by ensuring that managers and executives have the information they need when they need it.

- Provide protection and support for the government through the management of risks associated with the existence or lack of evidence during litigations.

- Protect the interests of the organisation and the rights of employees, clients, present and future stakeholders.

- Preserve the national memory through documenting and preserving records and information of historical value to the nation.

- Safeguard vital information which is critical for business resumption/continuity in the event of a disaster.

1.5   Scope

This policy applies to all public records, regardless of media or format, and to all public sector institutions.

It relates to all documents generated or received and used as part of or in relation to all business transacted by any public institution within the Republic of Rwanda.

The policy covers:

- The requirements that must be met for the records created and/or received to be considered as proper records of the business activities they represent.

- The scope of systems and processes required to ensure the capture, integrity, security, retrievability and usability of records.

- Staff responsibilities for records management at all levels.

- Provision for regular review of the records management policy.

1.6   Application of the Policy

All Public Sector institutions in the Republic of Rwanda shall create, capture, manage, use and dispose of records in accordance with this policy and in keeping with all other relevant record keeping legislation as may be promulgated from time to time by the Government of Rwanda.

The institutions shall similarly and for purposes of operationalising this policy, establish, adopt and maintain adequate records management procedures to protect and safeguard all public records whilst fostering efficiency and effectiveness in public service delivery.

All public employees and users of public records should be aware that both paper and electronic records have the same status and are bound by the same legal, regulatory, statutory and best practice requirements and must be accorded appropriate care, confidentiality and protection in order to protect their value as records.

1.7   Accountability

1.7.1   Overall Responsibility

The overall coordination and implementation of this policy across the entire Public Service of the Republic of Rwanda shall rest with the Ministry in charge of culture.

The Ministry in charge of ICT is responsible for monitoring and evaluation of the implementation of Document Tracking and Workflow Management System within the framework of its role in the implementation of e-government.

The Ministry in charge of Public Service is responsible for monitoring and evaluation of workflow management and Information sharing across the public sector within its role of instilling public institutions' efficiency.

Document Tracking and Workflow Management System
1.7.2   Institutional Responsibility

The adoption and implementation of this policy within individual Ministries and other Public Institutions shall rest with the Accounting Officers of the Ministry/institution concerned (Permanent Secretaries or Chief Executive Officers/Managing Directors of the institutions as may be applicable).

In each institution, direct responsibility shall be vested with the director/departmental head responsible for administration (e.g Director of Administration and Finance)

Maintenance of the institution's File Plan is the responsibility of the Central Secretariat

The Archivist/Documentalist is responsible for the institutional archives, for overseeing and implementing the records retention/disposal schedules and for transferring non-current records to the National Archives.

1.7.3   Responsibility and Accountability of Individuals

Records management is the responsibility of every public sector employee. Every public officer is responsible for maintaining adequate and complete records as may be necessary to fully document the business functions, activities, transactions, decisions and operations of the Government of Rwanda.

All employees will be accountable for the records which they create, use or manage and, regardless of their level, must be aware of their responsibilities to manage the records created or used by them, or under their control or custody.

All public employees leaving the service of the Government of Rwanda and its public agencies shall surrender all or any record within their custody to their immediate supervisors.

1.7.4   The National Archives

The National Archives has responsibility to preserve the archives that have been transferred to its custody and to be involved with the management of current records including the document management systems being deployed.

The National Archives is also the responsible authority for the Government File Plan and must approve all institutional File Plans before they can be deployed.

Control of the destruction/disposal of public records is also the responsibility of the National Archives and no public records may be disposed of without the written authority of the National Archives or in terms of Records Retention/Disposal Schedules approved by the National Archives

1.8   Definitions

"Accurate Record"	This is a record that accurately reflects the business transactions that they document.
"Authentic Record"	A record that can be proven to be what it purports to be. It is also a record that is considered by the creators to be their official record because it accurately reflects the business activities of the organization or institution and how they took place.
"Authoritative Record"	This is a record that is authentic, reliable, trustworthy, useable, complete and unaltered.
"Complete Record"	This is a record that is sufficient in content, context and structure to reconstruct the relevant activities and transactions that took place.
"Destruction"	The action of eliminating or removal of records or documents from the record keeping system through deletion, formatting of media, shredding, burning, pulping.
"Disposal"	Actions taken to dispose of records or documents after expiry of the retention period. The action can lead to either archiving or destruction
"Document"	A structured unit of information regardless of format or medium that is managed as a discreet unit or object. Some documents are records because they are by-products of business transactions that have been captured as evidence of those transactions. Conversely, not all documents are records simply because they do not serve as evidence of business transactions.
"Electronic Record"	Also sometimes referred to as "digital record", this is information which is generated electronically that requires a combination of computer hardware and software to be read and understood.
"File Plan"	A predetermined classification plan by which records are filed manually and/or electronically and indexed to facilitate efficient retrieval and disposal.
"Metadata"	Data describing the context, content and structure of records and their management through time. Records metadata is thus structured or semi-structured information that describes or explains the creation, registration, classification, maintenance,

	access, use and disposal of records through time and across domains. Metadata is critical to record keeping as it is used to identify, authenticate and contextualize records and the people, processes and systems that create, manage, maintain and use records and the policies that govern them.
"Public Record"	A record, regardless of format or medium, created or received by a governmental body in pursuance of its activities.
"Record"	A Record is information in any medium, created, received and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business.
"Recordkeeping"	The process of making and maintaining complete, accurate and reliable evidence of official business in the form of recorded information.
"Records Management"	The process of ensuring the proper creation, maintenance, use and disposal of records throughout their life cycle to achieve efficient, transparent and accountable governance.
"Scheduling"	The process of disposing of records in accordance with the retention period prescribed in the retention/disposal schedule.

2.0   Policy Objectives and Statements

2.1   Objective of the policy

The objective of this records management policy is to provide the policy framework that will result in the production of records which have authenticity, reliability, integrity, usability, accuracy, adequacy and completeness.

2.2   Creation, Capture and Receipt of Records

Policy Objectives

- Ensure that all records created or received in the course of government business are captured into the recordkeeping system.

- Ensure that the records are authentic, accurate, complete, reliable and usable.

Policy Statements

- All records created in the normal course of business by any public sector institution shall be the property of the Republic of Rwanda and shall be captured into a recordkeeping system.

- Once captured into the recordkeeping system, records may not be altered. All records creators and users of records shall be aware of the distinction between records and non-records.

- The records shall be classified and indexed to allow for appropriate linking, grouping, retrieval, usage and disposition.

- Document naming conventions shall be used for electronic records as per the procedures prescribed from time to time.

- Metadata, i.e. data that provides information about the record, shall also be recorded as per the prescribed procedures.

- The formats used when creating records must be those that promote long-term preservation, retrieval and usability of the records.

- When creating records, all Government Institutions shall ensure that they create records that are complete, accurate and contain sufficient information and details to enable them to provide authoritative and authentic evidence of the transactions that they represent.

2.3 Registration, Classification and Indexing

Policy Objectives

- Register all records captured in recordkeeping systems so that their existence is documented.

- Ensure that all records are classified as per the established file plan to enhance storage and retrieval.

- Index the records so as to provide adequate data to facilitate search and retrieval.

Policy Statements

- All records shall be registered and assigned unique identifiers so as to provide evidence of when the records were created and captured into the recordkeeping system and to enable them to be identified and distinguished from other records.

- The Government of Rwanda File Plan shall be used for the classification of records created by government institutions.

- The File Plan shall be based on the classification of the business activities of the government in general and of each institution.

- The classification of records as per the File Plan shall apply to both paper and electronic records.

- Every public institution shall ensure that registration; classification and indexing systems are managed and controlled by appropriate officers to ensure their effectiveness, accuracy and sustainability.

- All officers who generate, receive and maintain records in their offices shall be capacitated to register and classify records as per the File Plan of the institution.

2.4   Storage and Maintenance

Policy Objective

- Provide for appropriate storage, preservation and protection of records.

Policy Statements

- Public offices shall ensure that they provide adequate storage space, supplies, equipment and other resources necessary for the safekeeping of their records.

- Records storage arrangements shall take into consideration the format, media, nature and use of the records, as well as migration requirements in the case of electronic records.

- Current records which are active and still being used and referred to regularly shall be filed and stored in either the Central Secretariat, operational office or within the Document Tracking and Workflow Management System (DTWMS).

- Semi-current records which are referred to less frequently but still needed for the execution of current business shall be transferred to the institution's records centers or held in the DTWMS.

- Non-current records of enduring value, both paper and electronic, shall be transferred to the custody of the National Archives, and, in the case of electronic non-current records transferred to the National Archives, shall be stored in the DTWMS under the National Archives custodianship.

2.5   Access, Use and Tracking of Records

Policy Objectives

- Ensure that records are accessible and can be promptly availed for use.

- Ensure that there are controls to regulate access to records.

- Ensure that the movement of records is tracked and recorded.

Policy Statements

- Procedures for access and use of records shall be developed and enforced, and shall define access and authority controls stipulating which officer can have access to what records and which access rights shall be enforced within the recordkeeping system.

- Records shall be categorized according to their level of sensitivity to facilitate granting access rights. Records that are restricted shall be boldly stamped or watermarked to reflect their access status.

- The Document Tracking and Workflow Management System shall be the primary vehicle for the movement and tracking of electronic documents in government institutions.

- Other instruments, manual and electronic, shall be developed and used for the tracking of paper documents.

- All electronic records management systems shall provide for audit trails and/or event logs to record all actions applied on an e-record within the system, the time, dates and persons responsible for the actions.

- Public access to government records shall be regulated by the legislative regulations relating to access and provision of information to the public.

2.6   Disposition

Policy Objectives

- Provide for the disposal of records no longer required for operational purposes in a timely manner.
- Provide for the preservation of records of enduring value.

Policy Statements

- Records retention/disposal schedules for common categories of records shall be prepared and issued by the National Archives and shall be applied by all government institutions for the retention and disposal of common classes of public records.

- The National Archives shall, at regular intervals, and in consultation with records creating institutions, appraise government records as per established records appraisal procedures and shall work with record creating institutions to create records retention/disposal schedules.

- The appraisal of records and the records retention/disposal schedules shall be at records series and sub-series level.

- In addition to the above, every public institution shall have its own institution specific records/retention disposal schedule, approved by the National Archives and this shall be the basis for the retention and disposal of institution specific records.

- To achieve economy, cost savings and operational efficiency, records of short term value shall be disposed of as soon as the retention period matures, after notification and approval of the National Archives.

- No public records may be destroyed without the approval of the National Archives.

- Methods of disposal/destruction shall be as is appropriate to the type of record and medium and shall preserve the confidentiality of any information they contain.

- All public records with archival value shall be transferred to the custody of the National Archives where, on maturation as public archives, they will be made available for public consultation.

- Archival records transferred to an archival repository shall be maintained in accordance with the principles of provenance and original order.

2.7 Acquisition and Preservation of Archives

Policy Objectives

- Acquire and preserve records of national importance, including public and private records.

- Catalogue the public and private archives and make them available for public consultation.

Policy Statements

- The National Archives shall acquire public and private archives, process, preserve and make them available for public consultation.

- The National Archives shall ensure that the public and private archives are protected and secured against any potential hazards or threats capable of damaging, manipulating or altering their structure or contents, and that such preservation shall safeguard the integrity of the archives.

- The National Archives shall encourage non-government institutions as well as citizens and other individuals to deposit records that have national significance and historical value.

- Adequate technologies shall be deployed for preservation of digital records across versions of technology to ensure long-term accessibility and availability.

2.8 Legislative and Regulatory Framework

Policy Objective

- Ensure that government records are managed in accordance with this policy and any other relevant legislative and regulatory instruments promulgated by the Government of Rwanda.

Policy Statements

- All officers in government institutions shall manage their records according to all applicable legislative and regulatory instruments and policies.

- Government institutions shall ensure that all staff are familiar with the statutory, regulatory and policy instruments that are relevant to the management of records generated or received by their institution.

- The development of any laws and other regulations relating to records management shall involve wide consultations with all stakeholders.

- Relevant laws and regulations include the following:
  - The Rwanda Constitution
  - National Archives Act and/or Legislation
  - National ICT Policy (draft)
  - Access to Information Policy (draft).

2.9   Records Management Infrastructure

Policy Objective

- Provide records management infrastructure including business rules, standards and procedures, systems, technologies and skilled human capital capable of supporting and facilitating the records management systems.

Policy Statements

- The Government shall ensure that all business systems, structures and models implemented across the public sector remain cognizant of the requirements of the records management policy as a critical success factor for fostering accountability and transparency.

- The Government shall direct resources to the records management function in the public sector to enable public offices to continue to improve the records management infrastructure.

- Each government institution shall develop implementation plans for the records management policy.

2.10 Use of International Standards and Best Practice

Policy Objectives

- Encourage the adoption and use of international records management standards and best practice by the Government of Rwanda.

- Ensure that records management functionality is embedded into ICT systems developed or acquired for use by the Government of Rwanda.

Policy Statements

- The Government of Rwanda shall adopt and use internationally recognized records and information management standards and best practices wherever feasible.

- The Government shall ensure that records management functionality is integrated into all ICT systems developed or acquired by the Government of Rwanda.

- The Good Practice Indicators for Integrating Records Management Functionality in ICT systems, developed by the International Records Management Trust (see Annexure 1), shall be used as the template for integrating records management functionality in ICT systems.

2.11 Email Management

Policy Objective

- Enhance the management of official email-based records as official records of the Government of Rwanda.

Policy Statements

- As a general rule, emails received by or initiated by public offices, including attachments, and which relate to the business activities of public offices and that have continuing administrative, evidential and

informational value shall be retained for as long as they are needed to meet administrative and legal requirements.

- Emails that are identified as constituting official records shall be captured as records and shall be managed as other records in accordance with this policy.

- All public institutions shall invest in email management systems to facilitate the capture and management of emails as official records of the Government of Rwanda. Such systems shall be deployed on government designated domains.

- Use of personal email addresses and public email systems by public officers for official business is prohibited.

- Email is provided as a tool to assist public officers and offices in their day-to-day work and shall be used for official communications only.

- Personal emails shall not be considered as official records and shall not be captured into the recordkeeping system.

- Emails that are deemed to have evidential value must remain intact in terms of their structure (layout or format and links to attachments and related documents), content (the information contained in the message) and context (information pertaining to the sender and recipients as well as any header information and transmittal data such as time and date) to ensure they remain authentic and accurate for the entire duration they are serving business functions.

- Users of Government email systems shall not have any expectations of privacy on their emails. All emails held in the official Government email domain(s) are the property of the Government of Rwanda.

- Access to emails shall be subject to established access controls regulating access to other records to protect against unauthorized or inappropriate access.

- Staff in government institutions must be aware that all email messages, including personal communications, may be subject to discovery proceedings in legal actions and all staff must be aware of the appropriate response in case of legal actions.

- Every government institution shall define categories of information that may not be transmitted on email. This may include but not limited to information of national and/or facility security; information on impending personnel actions, such as employee disciplinary matters and performance evaluations; confidential information or information that can be used to breach personal privacy such as medical information.

- All users must use passwords to access their email and must not share their passwords with anyone within the institution or with anyone outside the workplace.

2.12   Information Sharing

Policy Objectives

- Provide for secure and confidential sharing of information within and between the Government Institutions.

- Support realization of freedom of information legislation.

- Ensure that information available in one institution can be accessed and used by other Institutions and citizens.

Policy Statements

- The flow of information and sharing of data within and across public institutions shall be encouraged to promote common understanding and knowledge, inform decision making and improve service delivery.

- All Government institutions shall identify and classify its information in terms of what can be shared within the institution, what can be shared with other public institutions, what can be shared with non-public institutions, what can be shared with the public (public information) and what should not be shared. Such classification shall comply with all legal and regulatory requirements.

- Adequate technological infrastructure including ICTs shall be deployed to facilitate sharing of information including but not limited to online sharing. Such technologies shall provide adequate security for information being shared.

- The File Plans and titles of files in the Central Secretariat and individual offices shall be aggregated and distributed within and across the institution as a way of sharing information on records held in each office. Access to the particular records shall be through the office concerned.

- The Central Secretariat shall, on a daily basis, produce and circulate, through DTWMS, lists of all incoming and outgoing mails handled.

- Provisions of various legislations governing disclosure of public information shall be complied with in sharing of information.

- Every public institution shall designate an officer at the level of a Director, preferably responsible for the function of records management, who shall have overall responsibility for considering and authorizing requests for information disclosure.

- Any information of public relevance, collected through research or surveys and whose value has cross-cutting benefits across the public sector, shall be shared with other institutions.

- All public institutions shall put in place systems and processes that enable and facilitate citizens' access to information whilst complying with the provisions of relevant legislations regarding access to and management of information.

- Appropriate websites and online channels shall be designed and implemented for sharing of public information electronically.

- Procedures shall be enforced for safeguarding confidential information shared across public agencies to protect it from leaking to unauthorized recipients whether in electronic or paper form.

2.13   Staff Capacity and Training

Policy Objectives

- Improve records management practices through the training and capacity building of records management staff and all users.

Policy Statements

- The Government shall periodically conduct training needs assessments for records management and shall provide training and capacity building for records management staff and other users as deemed necessary.

- Schemes of service shall be developed and implemented for the records management and archives cadres.

2.14   Monitoring and Review

Policy Objective

- Provide for periodic and consistent monitoring, auditing and review of this policy.

Policy Statements

- Compliance monitoring shall be conducted on the records management systems by the National Archives to ensure that the records management systems and procedures are being implemented and adhered to.

- The records management systems shall also be regularly evaluated for efficiency and effectiveness.

- This Policy shall be reviewed after every three years to take account of technological and other developments and changes taking place.

2.15   Approval and Implementation

Policy Objective

- Enforce authority control on the records management policy framework.

Policy Statements

- The Policy shall take effect upon approval and promulgation by the Government of Rwanda.

- The Policy shall be operationalised through the development and implementation of a Records and Information Management Procedures Manual.

3.0 Policy Issues and Challenges

3.1 Appreciation of Records Management

- There is little appreciation in government institutions and the general public, about the role and importance of records management.

- In government institutions in Rwanda, records management has hitherto been associated only with the handling of incoming and outgoing mail as well as archiving of old records.

- The introduction of the Document Tracking and Workflow Management System as well as the publication of this policy will transform the role of records management and make significant demands for management attention, focus and allocation of resources.

- Raising the profile of records management will be a major challenge.

3.2 Adherence to Records Management System

- This policy will impose new requirements and obligations on all users. The process of capturing documents as records as well as such requirements as recording metadata, for instance, may prove difficult to enforce and supervise.

- This policy will also impose new burdens on the administration managers in all Government institutions and demand from them greater commitment and accountability.

- The records management responsibilities being imposed on all officers who use ICT and maintain files in their officers can also prove onerous and may not be welcomed by those who have, up until now, managed records as they saw fit.

- It will thus be a major struggle and challenge to obtain institutional acceptance of the enhanced role of records management as well as increased allocation of the requisite human and material resources.

3.3 Records Appraisal and Records Disposition

- While there is universal acknowledgement that records must be disposed of as soon as they have outlived their usefulness, the process of appraising the records and developing the records retention/disposal schedules, including institution specific schedules, is not easy and may take time.

- The application of the records retention/disposal schedules requires constant reminders and interventions and the likelihood is that many records will be retained well beyond their specified time unless there is close supervision of the process.

- Mechanisms will need to be put into place for supervision of the application of the retention/disposal schedules.

3.4 Capacity of the National Archives

- The National Archives is the major player in the management of Government records. At present, the state of development as well as capacity of the National Archives is inadequate to fully implement the provisions of this policy.

- The legislation currently governing the operations of the National Archives as well as the draft Bill that has been prepared do not meet the required standards to enable the National Archives to fully implement its mandate.

- The National Archives also currently has no space to service the government institutions who are its clients. The construction/renting of a National Archives Records Centre will be a critical requirement for the National Archives to transition the records from current/semi-current use to disposition by way of destruction or archiving. Some arrangement will need to be made in this regard as a matter of urgency.

- While DTWMS has a module for national archiving and will thus provide for National Archives to archive records within it, the custodianship of electronic records is an extremely complicated and delicate procedure for which the capacity of the National Archives will need to be considerably enhanced.

- The human resources currently available to the National Archives are also grossly inadequate to implement this policy.

3.5   Legislative and Regulatory Environment

- There are a number of legislative and regulatory instruments which have been drafted but not yet promulgated. These include the draft Bill for the National Archives, draft ICT Bill and draft Access to Information Bill.

- These instruments are critical support pillars for the records management policy and will need to be finalized and promulgated soon.