

Training and resources of e-records readiness at the Federal Ministry of finance in Nigeria

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resources of
e-records
readiness

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Abstract

Purpose – e-records have become an important tool through which a government is held accountable for good governance, transparency and delivery of services to citizens. Therefore, this study aims to assess availability of training and resources in a records management environment, as a way of determining e-records readiness at the Federal Ministry of Finance, Nigeria (FMFN).

Design/methodology/approach – Questionnaires and observation were used for data collection. Purposive and stratified sampling techniques were used. Quantitative data from the 250 usable questionnaires retrieved was analyzed using the Statistical Package for Social Sciences (SPSS), while qualitative data was analyzed manually.

Findings – The study findings revealed that FMFN has a records management unit with other resources such as a movable and lockable file cabinet, files, file holders, registers and computers. There is low budget allocation for records management activities. Training for records managers is infrequent. However, an orientation program for new staff exists. Employees prefer the following mode of training: seminars and workshops, internships and consultant-run training. In terms of kinds of training need, study participants noted that they require training on computer applications, e-records management and change management role of record management.

Research limitations/implications – This study is limited to employees of the Federal Ministry of Finance (FMF) in Abuja. As a result, the findings may not be generalized to other ministries in Nigeria.

Practical implications – It is hoped that the study would benefit the public sectors that are desirous to opt for e-records management and provide benchmarks for policymakers, particularly on how to maintain proper e-records readiness status through training and resources.

Originality/value – To the best of the authors' knowledge, this is the first study to be conducted at FMFN on e-records readiness, more specifically on resources and training.

Keywords Public sector, Nigeria, ICT, e-Government, e-Records readiness, Training and resources

Paper type Research paper

1. Introduction

The accessibility of information and communication technology (ICT) has become a global phenomenon to the extent that research continues to report advancement in its usage (Malanga and Kamanga, 2018). The awareness in the use of ICTs in the public service environment has created different opportunities and challenges which include in-depth understanding, usage and access in different sectors of the general public sector (Idris, 2017; Kalusopa and Ngulube, 2012). How organizations create, use, disseminate and store information has been transformed, as a result of the implementation of ICTs (Kalusopa and Ngulube, 2012; Kulcu, 2009). While the investments in technology are laudable, they are



done without due regards for readiness, preparation and capabilities of organizations in managing and effectively using e-records. It is noted that most prior studies conducted in Nigeria have shown e-records readiness in one way or the other; none of the studies has assessed this concept in-depth, and at the FMFN ([Hamajoda, 2018](#)). The issue of government investing in ICT and automating the business process is what has motivated the study seeking to examine the readiness of the Ministry of Finance in Nigeria in terms of the efforts put into training records management officers and other employees in issues related to e-records management. This being said, the *t* paper presents findings from a PhD thesis that sought to determine the e-records readiness in the Nigerian public sector with the Federal Ministry of Finance (FMF). This paper presents findings related to the objective that sought to examine the resources and training needed to provide for the e-records management in the FMFN. The significance of the training requirements to make change happen are not to be underestimated.

2. Literature review

2.1 Concept of e-records readiness

Electronic records readiness (e-records readiness) is defined as the technological, institutional and legal frameworks capacity of organizations in having the necessary infrastructure to anchor a systematic records and information management program ([Kalusopa and Ngulube, 2012](#); [Mukred et al., 2016](#)). [Nengomasha \(2018\)](#) further explains that e-records readiness refers to preparedness to create, manage, share and use electronic records and the information they contain. On the other hand, although e-records readiness is described as the generic degree to which a society is prepared to participate in an e-environment, the scope of the concept is far beyond measuring the extent to which organizations promote e-records through capture, management and conforming to the obligatory record-keeping practices and ensuring that records are protected for informational and evidential purposes ([International Records Management Trust, 2004](#)).

2.2 e-Records readiness in Africa

Several empirical studies have been undertaken on e-records management globally. However, despite its global acknowledgment, e-records management research in Africa has to date been minimal. This thus necessitates more works in the field of e-records management, particularly in the public sector. Various studies conducted in Africa reveal that e-records readiness is very low or at an average level ([Asogwa, 2013](#); [Malanga and Kamanga, 2018](#); [Moatlhodi, 2015](#); [Moatlhodi and Kalusopa, 2016](#)). This is also ascertained by [Kemoni \(2009, p. 190\)](#), who states that “most countries in the ESARBICA region lack capacity and face various challenges in managing electronic records. These relate to: lack of policy and legislation, standardization, authenticity, capacity building, physical infrastructure and lack of awareness among recordkeeping professionals and government authorities on electronic records management issues.” [Moatlhodi \(2015\)](#) also conducted a study in Botswana using the tenets derived from the existing IRMT e-records readiness assessment tool. The study revealed inadequate legal and regulatory frameworks; average adherence to procedures, tools and standards; and low awareness among staffs as impeding e-records management in the ministry. Similarly, [Nengomasha \(2009\)](#) also examined the positive environment that supports the introduction of e-records system, and the strategies for improving electronic records management within the Public Service of Namibia. The study revealed that the Public Service of Namibia embraced an e-government that has resulted in an increase in the creation of electronic records. Most of the above-mentioned problems can be averted by ensuring that there is adequate training on issues of e-records

management and provision of adequate resources for records management activities. Hence, the present study focuses on assessing the training efforts and provision of records management resources in support of e-records management activities at FMFN.

2.3 e-Records readiness in Nigeria

Matthew and Monica (2011) conducted a study to assess e-readiness of Enugu State. The findings revealed that Enugu State was not e-ready. This was noted to be because of the following reasons: Data processing is mostly done using type-writers – only 36% use computers; the average number of functional computers for most of the government establishments is less than four; cash payment is the accepted mode for payment of services – only about 40% (especially schools) have banking/cheque options; and there is no policy on utilization of IT facilities for performance of functions. Joy and Ahmed (2012) produced a report on an assessment of the logistics system for free maternal and child health commodities in Bauchi State to determine the state's readiness to implement an electronic Logistics Management Information System (eLMIS) for management of these commodities. The study concluded that Bauchi State is not yet ready to implement an eLMIS. Challenges attributed to this lack of e-readiness were the following: the fragmentation and lack of coordination of systems at the central level, lack of IT infrastructure, little computer literacy and inadequate funding (Joy and Ahmed, 2012). The reviewed literature clearly shows that e-records readiness in Nigeria is very low as there are numerous challenges, including inadequate staff skills. Ojo (2017) suggests that Nigeria should conduct an e-readiness appraisal to provide policymakers with a detailed score card of their economy's competitiveness relative to its international counterparts. Hence, the current study sought to establish the e-readiness level in the Nigerian public sector in relation to staff training which is very key for e-records management.

2.4 Resources and training on records management

Training on records management is an essential element in ensuring quality management in areas of compliance, and regulatory practices as well as employee safety. However, in many organizations, it is considered a low priority on their list. This results in compliance challenges and needless administrative costs, which in turn may result in fewer resources for creating products. Usually, auditors concentrate on an organization's ability to document business processes. The International Standards Organization (ISO) encourages a risk management form of thinking in the entire quality management process and a focus on training. It is imperative to have employee training with awareness programs so that they are aligned to business processes. In recent years, ISO 14489 (2016) has been developed, which highlights the accord reached by professionals to be adopted in both public and private sector. The training clause in the standard is quite brief but substantial and mentions that "an ongoing programme of records training" should be established and "training programs can be designed and set up in cooperation with external organisations" [International Organization for Standardization (ISO), 2016, 15489:1].

Using electronics is an efficient and strategic form of records management. The challenge arises in training personnel to efficiently use the various forms of technology and manage data in various forms. Innovation in the technological and multimedia field had resulted in the development of new ways of storing records. As a result, training of employees is imperative for any organization whether complying to ISO standards or any other standards, thus leading the necessity of training. To carry out training and electronic records management, the involvement of key personnel from various departments related to records management yet working toward a common goal is imperative (Johare, 2006).

According to [Turner \(2003\)](#), the prime aim of training on electronic records management is to ensure that knowledge and skills on electronic performances improve work practices and competency. This is supported by [Mariani \(1999\)](#), who states that the reason for education and training programs for the archivists and administrators are to improve delivery in the electronic environment and have an understanding of technical matters related to the handling of electronic records.

3. Case description

The FMFN is responsible for managing the country's economy (Federal Ministry of Finance, 2014). The Ministry has offices in all the 36 composite states of Nigeria. The Ministry performs the following duties: annual estimates of revenue and expenditure preparation; fiscal and monetary policy formulation; mobilization of external and domestic financial resources; sustaining foreign exchange reserves; overseeing the insurance industry; maintaining the internal and external value and stability of the currency; handling public revenue allocation matters; and relating with relevant international organization and financial institutions among others ([Hamajoda, 2018](#)). The information and communication technology as one of the units in the Federal Ministry of Finance is responsible for records management and all other ICT-related activities ([Maseh, 2016](#)). Thereby, the records management unit at FMFN ensures that all administrative records are secured, well managed and preserved. Their functions include records management retrieval and accessibility; records appraisal and scheduling; preservation and restoration activities; and records identification and developing file plans. Also, the Ministry is involved in the implementation of information management systems. This includes the Integrated Financial and Economic Management Information System (IFEMIS), an ICT-driven platform that enhanced records management practices such as information storage and sharing of financial documents through the provision of storage, organization and increasing easy access to financial information (USAID, 2008). Based on the enormous responsibilities placed upon the FMFN, it is imperative that they increase accountability and transparency by properly managing e-records. And this can only be achieved when there is adequate training and resources for e-records management activities.

4. Measurement and data collection

Data collection for this study was done through the use of questionnaires and observation. This study adopted a direct observation method whereby the researcher went to the ministry during working hours and observed the records management unit. A structural observation technique was adopted. Thus, an observation checklist was used. The researcher observed resources such as equipment used in creating, storing, processing and handling of records. The questionnaire contained both qualitative and quantitative questions. Purposive sampling was adopted to purposively select respondents who are involved in the creation and management of records. In addition, stratified sampling was used to select respondents from various departments/units. A total of 260 questionnaires were distributed to various respondents and 250 were completed and returned, thus giving a response rate of 97%. These response rates were in line with the Amyx (2017) criterion of determining the adequacy of response rates for questionnaires and interviews. According to Amyx (2017), a response rate of 50% is considered adequate for analysis, while above 70% is very good. Based on this understanding, 97% for questionnaires are considered to be very good. The researcher was able to achieve these commendable response rates because of the following efforts: sending frequent polite reminders to the respondents to complete the questionnaires, frequent visits to the Ministry and creating awareness among the

respondents on the purpose of the research and how their feedback would be used to enhance the management of records in the ministry.

The data generated from the quantitative and qualitative methods in this study was processed and analyzed simultaneously. Quantitative data was coded using Statistical Packages for the Social Sciences (SPSS). Because qualitative data was not much, it was analyzed manually and summarized under each relevant section. The response from the questionnaire was screened for missing and irrational responses. To summarize the findings, the study classified the results based on the research questions. The data collected from quantitative and qualitative phase was triangulated to have in-depth analysis of the issues under study. This enhanced the cross-validation of the findings and therefore shed more light on how and why some certain patterns of the findings exist in that manner. The presentation of the results is through written descriptions, numerical summarizations and figures, and then interpretations and conclusions are inferred. For purposes of confidentiality and anonymity, the respondents' narratives were identified using alphanumeric coding. This was made up using the letter "Q" for questionnaire and the systematic number assigned to a particular questionnaire, e.g. "Respondent Q10."

5. Demographic details of the respondents in the Federal Ministry of Finance, Nigeria

The following sections provide data on the respondents' characteristics. These include departments/units in which the respondents worked, the position/designation of participants, job description, academic qualification, the years of experience at FMFN, age and gender.

5.1 Units/departments and position of respondents

Table 1 shows that respondents to the study were drawn from 16 units, with the Finance and Accounts unit having the highest ($n = 43$, 17.2%) number of respondents, followed by both Human Resources Management and Internal Economic Relations Units with 35 (14%) respondents each. The third unit with the highest number of respondents was Economic Research and Policy Management with 27 (10.8%). SERVICOM and Stock Verification Units had the least number of respondents at 1 (0.4%) of the total respondents. This variation in frequency can be attributed to the fact that different departments have different numbers of staff. As a result, the sample size for the study was also computed within each unit. For instance, the sample size for SERVICOM and Stock Verification Unit was one respondent.

As shown in Table 1, majority of the respondents were administration officers ($n = 84$, 33.6%), followed by ICT officers ($n = 52$, 20.8%). Records personnel were 47 (18.8%), while data processing personnel were 27 (10.8%). Junior managers were 26 (10.4%) while computer analysts were the least ($n = 6$, 2.4%). In addition, the cross-tabulation analysis presented in Table 1 further shows that Human Resources Management ($n = 17$, 6.8%) and Home Finance ($n = 11$, 4.4%) departments had the greatest number of ICT officers, whereas International Economic Relations had the greatest number of administration officers ($n = 22$, 8.8%) and Home Finance had the greatest number of records personnel ($n = 15$, 6%).

Through participatory observation and interviews, it was noted that roles of administration officers include tasks such as invoicing, archiving, calendar management, reporting and customer service. Senior managers in the FMFN refer to the heads of the various units who are involved in the supervision and planning. Junior managers include those in charge of small departments and are usually supervised by senior managers. They may also serve as account managers on various projects. Data processing personnel evaluate designs, administer the implementation of new or revised systems and develop technical procedures and standards for system operation

Table 1.
Departments and
position of
respondents

Unit in Ministry	Administration officer	Senior manager	Position in the Ministry				ICT officer	Computer analyst	Total	Total percentage
			Junior manager	Data processing	Records personnel					
Economic Research and Policy Management	27	0	0	0	0	0	0	0	27	10.8
Finance and Accounts	9	4	8	14	8	8	0	0	43	17.2
Home Finance	0	0	0	2	15	11	0	0	28	11.2
Human Resources Management	9	0	2	2	5	17	0	0	35	14.0
International Economic Relations	22	3	2	3	5	0	0	0	35	14.0
Graduate Internship Scheme	0	1	10	1	0	0	0	0	12	4.8
Technical Services	2	0	1	0	3	0	0	0	6	2.4
Reform Coordination and Services	4	0	2	0	9	2	0	0	8	3.2
General Service	8	0	1	0	0	5	0	0	23	9.2
Anti-corruption	2	0	0	0	0	1	0	0	3	1.2
Information Unit	0	0	0	0	2	1	0	0	3	1.2
Internal Audit	0	0	0	0	0	4	0	0	4	1.6
Procurement	0	0	0	0	0	5	0	0	5	2.0
SERVICOM	0	0	0	0	0	1	0	0	1	0.4
Stock Verification	1	0	0	0	0	0	0	0	1	0.4
ICT	0	0	0	5	0	5	6	6	16	6.4
Total	84	8	26	27	47	52	6	6	250	100

Source: Field data (2017)

and maintenance. ICT personnel manage the overall technology infrastructure in the FMFN, which includes planning, implementation and management of the software applications and hardware infrastructure that support operations. Recording personnel are record custodians who secure and maintain records.

5.2 Job responsibility

Question 4 in the questionnaire was an open-ended question that requested participants to state their job responsibility. The findings were grouped into six main responsibilities as presented in Table 2. The findings show that majority of the respondents were responsible for collating financial records ($n = 55$, 22%); these were mentioned by records personnel and administration officers. This is followed by those responsible for analyzing financial records ($n = 54$, 21.6%), tracking and analyzing macroeconomic data ($n = 54$, 21.6%), and controlling, monitoring and administration of ICT facilities ($n = 47$, 18.8%). However, only 14 (5.6%) respondents were responsible for managing personnel records. This responsibility of managing personnel records was mentioned by records officers in the Human Resources Management department.

5.3 Level of education

As part of the respondents' characteristics, the study also sought to establish their educational level. As a result, the respondents were asked to indicate their level of education from the following categories: professional certificate, diploma, bachelor's degree, masters' degree and PhD. The findings as shown in Table 3 indicate that the majority of the respondents are bachelor's degree holders ($n = 151$, 60.4%), followed by master's degree holders ($n = 63$, 25.2%). Finally, there were 36 (14.4%) diploma holders. However, there were no certificate or PhD holders.

A cross-tabulation analysis in Table 3 further reveals that bachelor's degree holders are dominant in the Finance and Account ($n = 24$, 9.6%), followed by the Home Finance ($n = 21$, 8.4%) and International Economic Relations ($n = 19$, 7.6%). However, masters' degree holders are dominant in the Human Resources Management ($n = 21$, 8.4%), followed by International Economic Relations and General Service Units with 8 (3.2%) respondents each. These findings depict that the human resource department employees are leading by example as they have employees with the highest qualifications starting from bachelor's degree and with more employees having a master's degree. This may imply that the human resource department engages more in continuous professional development activities, especially formal education, thus setting a standard for other departments in the Ministry.

On the other hand, when level of education was correlated with position of respondents, majority of the masters' degree holders were administration officers ($n = 26$, 10.6%),

Job responsibility	Frequency	(%)
Analysing financial records	54	21.6
Tracking and analysis of macroeconomics data	54	21.6
Collating financial records	55	22.0
Controlling, monitoring and administration of ICT facilities	47	18.8
Abstract indexing of newspaper review/class of material	26	10.4
Managing personnel records	14	5.6
Total	250	100

Source: Field data (2017)

Table 2.
Respondents' job
description

Table 3.
Respondents' highest
level of education

Unit in Ministry	What is your highest level of education?					
	Diploma		Bachelor's degree		Master's degree	
	Frequency	(%)	Frequency	(%)	Frequency	(%)
Economic Research and Policy Management	5	2.0	15	6.0	7	2.8
Finance and Accounts	14	5.6	24	9.6	5	2.0
Home Finance	0	0.0	21	8.4	7	2.8
Human Resources Management	0	0.0	14	5.6	21	8.4
International Economic Relations	8	3.2	19	7.6	8	3.2
Graduate Internship Scheme	0	0.0	12	4.8	0	0.0
Technical Services	0	0.0	6	2.4	0	0.0
Reform Coordination and Services	0	0.0	5	2.0	3	1.2
General Service	6	2.4	9	3.6	8	3.2
Anti-corruption	0	0.0	2	0.8	1	0.4
Information Unit	0	0.0	3	1.2	0	0.0
Internal Audit	1	0.4	3	1.2	0	0.0
Procurement	0	0.0	4	1.6	1	0.4
SERVICOM	0	0.0	1	0.4	0	0.0
Stock Verification	1	0.4	0	0.0	0	0.0
ICT	1	0.4	13	5.2	2	0.8
Total	36	14.4	151	60.4	63	25.2

Source: Field data (2017)

followed by ICT officers ($n = 18$, 7.2%) and junior managers ($n = 6$, 2.4%), whereas majority of the bachelor's degree holders were again the administration officers ($n = 42$, 16.8%), followed by records personnel ($n = 35$, 14%) and ICT officers ($n = 31$, 12.4%). These findings are summarized in [Table 4](#).

Based on [Table 4](#), there are 7 (2.8%) diploma, 35 (14%) degree and 5 (2%) master's holders working in records management activities. It is commendable that the senior and junior management positions are held by personnel with higher degrees than a diploma. This is evidenced by the results presented in [Table 4](#) as it reveals that there are no diploma holders within these two positions. Senior and junior management position are top-level positions which require certain critical and managerial skills. These may be acquired through experience and formal education. Hence, this may imply that the Ministry has a

Table 4.
Position vs highest
level of education

Position in the Ministry	What is your highest level of education?					
	Diploma		Bachelor's degree		Master's degree	
	Frequency	(%)	Frequency	(%)	Frequency	(%)
Administration officer	16	6.4	42	16.8	26	10.4
Senior manager	0	0.0	4	1.6	4	1.6
Junior manager	0	0.0	20	8.0	6	2.4
Data processing	10	4.0	14	5.6	3	1.2
Records personnel	7	2.8	35	14.0	5	2.0
ICT officer	3	1.2	31	12.4	18	7.2
Computer analyst	0	0.0	5	2.0	1	0.4
Total	36	14.4	151	60.4	63	25.2

Source: Field data (2017)

strategic promotional plan for its employees. As a result, promoting individuals based on their qualifications may improve efficiency and productivity in the workplace. This may also be a good strategy for selecting visionary leaders in the management of electronic records. However, the Ministry may need to encourage their senior and junior managers to engage more in professional development, especially obtaining a master's degree. This is necessary as technology is evolving and the roles of records managers changing. Hence, a leader needs to be well equipped in these issues. Furthermore, while interacting with some of the records personnel during participatory observation in various units, it was noticed that most of them held either a diploma, bachelor's degree or master's degree in Library and Information Science. It was also revealed that, most of the records management personnel acquired more skills in records management through on-the-job training.

5.4 Years of experience at the Federal Ministry of Finance, Nigeria

In relation to the number of years the respondents had worked at the Federal Ministry of Finance, the findings indicate that majority 62 (24.8%) of the respondents have 16–20 years of work experience whereas 56 (22.4%) have 6–10 years of work experience. Those with less than 5 years work experience were 43 (17.2%) and those above 21 years of work experience were 38 (15.2%). These findings are summarized in [Table 5](#).

A cross-tabulation analysis ([Table 4](#)) between respondents' position and years of working experience further revealed that majority of the administration officers fall within the category of 16–20 ($n = 27$, 10.8%) years work experience whereas others are within the 0–5 ($n = 25$, 10%) category. Interestingly, one would expect to see more senior managers in the work experience categories of 11 years to above 21 years. However, the findings in [Table 4](#) show that there are more senior managers in the category of 0–5 years. This may be justified by the fact that junior managers may progress from one Ministry to another, thus attaining the position of a senior manager within a period of less than five years in the Ministry. For data processing officers, the majority ($n = 20$, 8.0%) of them were in the category of 6–10 years working experience whereas 20 (8.0%) ICT officers were within the 16–20 years category. This is a strength for FMFN to have managed to retain ICT officers for such a long time. Consequently, this might enhance implementation of ICT policies and electronic records management systems. In summary, the above findings imply that the study respondents had the required experience to participate in the study via questionnaires and interviews.

Position in the Ministry	Years of experience									
	0–5		6–10		11–15		16–20		Above 21	
	F	%	F	%	F	%	F	%	F	%
Administration officer	25	10.0	8	3.2	9	3.6	27	10.8	15	6.0
Senior manager	4	1.6	0	0.0	0	0.0	1	0.4	3	1.2
Junior manager	0	0.0	8	3.2	1	0.4	3	1.2	14	5.6
Data processing	0	0.0	20	8.0	1	0.4	5	2.0	1	0.4
Records personnel	12	4.8	9	3.6	18	7.2	6	2.4	2	0.8
ICT officer	1	0.4	10	4.0	19	7.6	20	8.0	2	0.8
Computer analyst	1	0.4	1	0.4	3	1.2	0	0.0	1	0.4
Total	43	17.2	56	22.4	51	20.4	62	24.8	38	15.2

Note: F = frequency
Source: Field data (2017)

Table 5.
Respondents' years
of experience in the
FMFN

5.5 Age and gender

To establish the age distribution of the study participants at FMFN, respondents were asked to indicate their age by selecting one of the age categories as shown in Figure 1. The findings reveal that there were more participants in the age group of 35–44 years old ($n = 90$, 36%), followed by those between 45 and 54 years old ($n = 63$, 25.2%), 25 and 34 years old ($n = 52$, 20.8%) and those over 55 years old ($n = 30$, 12%). Participants within the age category of 18–24 were 15 (6%) only. The findings show that FMFN is dominated by employees who are in their middle age (35–54 years). This may mean that these employees are still active at work and hence increase efficiency and productivity in the Ministry. Moreover, the Ministry has a fair number of youthful and energetic employees (18–24 years). These are likely to be employees who just graduated and entered the workforce. In summary, one can agree that the age distribution at FMFN is fair and it is a strength to the Ministry to be having more employees in the middle age and youth category as they are likely to learn faster and understand better if new technologies and procedures are introduced in the Ministry.

In terms of gender distribution, Figure 1 shows that there are more males ($n = 172$, 68.8%) than females ($n = 78$, 31.2%) at FMFN. In addition, a cross-tabulation between gender and age shows that both females ($n = 23$, 9.2%) and males ($n = 67$, 26.8%) dominate more in the age group of 35–44 years.

6. Study findings

All personnel tasked with the management of records are required to be qualified and have adequate financial support to enable the implementation and maintenance of the records management program (International Records Management Trust, 2004). ISO 15489–1:2016 recommends the establishment of an ongoing program of training on records management. Hence, this paper sought to establish the resources and training needed for e-records management in the FMFN.

6.1 Existence of a records management unit at Federal Ministry of Finance, Nigeria

The first item that this study sought to establish under resources and training was whether a “record management unit (RMU) exists at the FMFN.” This item attracted a positive response of 247 (98.8%) respondents who agreed whereas 3 (1.2%) disagreed with the

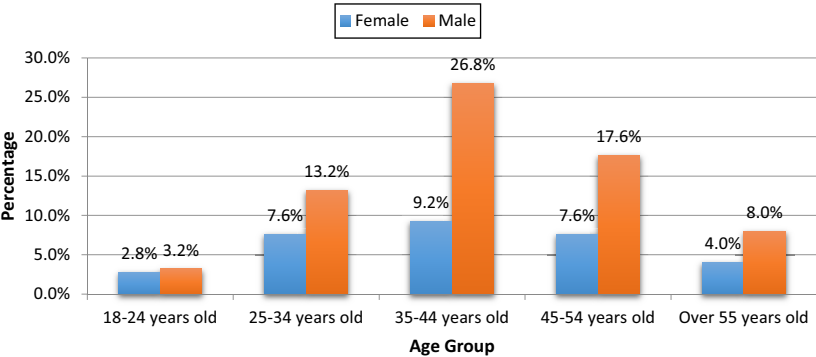


Figure 1.
Respondents' age
group and gender
distribution

Source: Field data, 2017

statement. This corroborates with the information retrieved from FMFN’s website, which confirmed that indeed an RMU does exist in the Ministry. In addition, this finding was also confirmed during the observation exercise. As shown in [Figure 2](#), the researcher observed that the RMU had movable file cabinets. Moreover, the RMU had other resources such as files, file holders, registers and computers.

Another aspect under resources and training sought to determine if “the RMU is spacious enough for all records management activities?” The findings to this aspect show that 247 (98.8%) respondents agreed that the RMU is spacious enough whereas only 3 (1.2%) respondents disagreed. [Table 6](#) provides a summary on responses relating to general issues on resources and training.

6.2 Budgetary allocation to records management activities at Federal Ministry of Finance, Nigeria

The third aspect sought to determine the annual budget allocation to the RMU. The finding shows that 206 (82.4%) respondents indicated that there is no special budget allocation for



Source: Field data (2019)

Figure 2.
Movable cabinet in
the RMU

E-records readiness indicators	Yes		No	
	Frequency	(%)	Frequency	(%)
Does a record management unit exist at the Federal Ministry of Finance?	247	98.8	3	1.2
The records management unit is spacious enough for all records management activities	247	98.8	3	1.2
Is there an annual budget allocation to the unit for all records management activities?	44	17.6	206	82.4
Does a training program exist for records management staff?	131	52.4	119	47.6
Does an orientation program exist for new employees on records management projects?	178	71.2	72	28.8

Note: *N = 250

Source: Field data (2017)

Table 6.
Resources and
training at FMFN

records management activities, whereas only 44 (17.6%) respondents indicated that the budget is there. To further understand the opinions of the respondents on the issue of budget allocation, a cross-tabulation analysis between item number 3 in Table 6 and units in the Ministry was conducted. The findings, as shown in Table 7, show that the majority ($n = 27$, 10.8%) of the respondents who opined that there is budget allocation toward records management activities were from the Economic Research and Policy Management Department. In addition, the respondents in this department held the position of administrative officers as shown in Table 1. The second department with the highest number of respondents who agreed that there is budget allocation toward records management activities was Finance and Accounts Department ($n = 13$, 5.2%).

6.3 Records management training

A critical aspect to this study was to determine the type of training offered to staff in the use of ICTs and records management as a whole. Hence, respondents were asked to indicate if a training program exists for records management staff. The findings indicate that there are slightly mixed feelings toward this statement as 131 (52.4%) respondents agreed on the availability of a training program for records management staff, whereas 119 (47.6%) respondents disagreed that there is a training program for records management staff. However, the findings were positive for a similar statement that inquired if “an orientation program exists for new employees on records management projects.” This statement attracted a positive response of 178 (71.2%) respondents who agreed while 72 (28.8%) respondents disagreed.

To further understand the respondents’ opinion on training provided for records management staff, respondents were further asked to indicate how often training is

Unit in Ministry	Is there an annual budget allocation to the unit for all records management activities?					
	Yes		No		Total	
	Frequency	(%)	Frequency	(%)	Frequency	(%)
Economic Research and Policy Management	27	10.8	0	0.0	27	10.8
Finance and Accounts	13	5.2	30	12.0	43	17.2
Home Finance	2	0.8	26	10.4	28	11.2
Human Resources Management	1	0.4	34	13.6	35	14.0
International Economic Relations	0	0.0	35	14.0	35	14.0
Graduate Internship Scheme	0	0.0	12	4.8	12	4.8
Technical Services	0	0.0	6	2.4	6	2.4
Reform Coordination and Services	0	0.0	8	3.2	8	3.2
General Service	1	0.4	22	8.8	23	9.2
Anti-corruption	0	0.0	3	1.2	3	1.2
Information Unit	0	0.0	3	1.2	3	1.2
Internal Audit	0	0.0	4	1.6	4	1.6
Procurement	0	0.0	5	2.0	5	2.0
SERVICOM	0	0.0	1	0.4	1	0.4
Stock Verification	0	0.0	1	0.4	1	0.4
ICT	0	0.0	16	6.4	16	6.4
Total	44	17.6	206	82.4	250	100.0

Table 7.
Unit in ministry vs
budget allocation

Source: Field data (2017)

conducted for records management staff. Majority ($n = 112$, 44.8%) of the respondents concurred that training is rarely conducted for records staff, whereas 77 (30.8%) respondents indicated that it is occasionally done. Only 45 (18%) respondents indicated that training is often done for records staff whereas 16 (6.4%) respondents indicated that it is always done. None of the respondents indicated that training is never conducted for records staff. These findings corroborate with findings in Table 6 which show that there is slightly mixed opinion on training in records management activities. A summary of the above findings is presented in Figure 3.

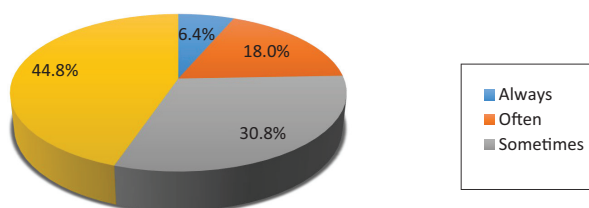
6.4 Staff competence at Federal Ministry of Finance, Nigeria

Respondents were further asked to rate the competence level of records staff in FMFN. The findings as shown in Figure 4 indicate that most ($n = 123$, 49.2%) of the respondents opine that records managers competence level is average, whereas 98 (39.2%) respondents opine that it is above average. Only 27 (10.8%) respondents indicated that the competence level of records managers is high.

Only 2 (0.8%) respondents indicated that the competence level is below average. One of the comments from a respondent, who selected “average,” stated that “some records managers are not ICT competent, hence, this hinders them to complete their records management tasks effectively.”

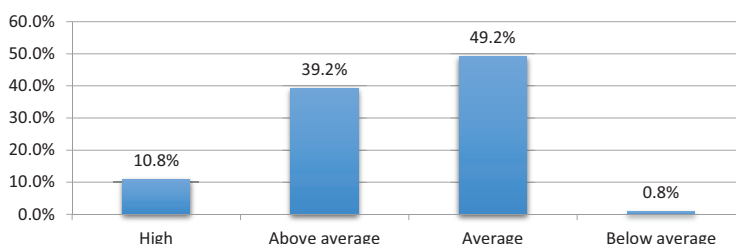
6.5 Training needs for records management staff at Federal Ministry of Finance, Nigeria

Another question on resources and training section required respondents to indicate their training needs in records management. Findings as shown in Table 8 indicate that



Note: *N = 250
Source: Field data (2017)

Figure 3.
Frequency of training
for records
management staff



Notes: *N = 250
Source: Field data (2017)

Figure 4.
Competence level of
records staff

employees at FMFN embrace the idea of e-records management as majority ($n = 245, 98.0\%$) of the respondents selected “managing electronic records” as an area of future training. Other areas where training is needed for records managers is marketing skills ($n = 228, 91.2\%$) and change management ($n = 208, 83.2\%$).

Finally, respondents were asked to indicate the type of training required to meet their training needs. The findings on Figure 5 indicate that on-the-job training ($n = 228, 91.2\%$) is the most preferred mode of training, followed by seminars and workshops ($n = 209, 83.6\%$). The third choice was formal professional development ($n = 151, 60.4\%$), followed by use of consultants ($n = 143, 57.2\%$) and internship program ($n = 59, 23.6\%$).

Respondents were also asked to comment on the challenges they encounter relating to records management training. Some of the comments made were as follows:

- “There is need for training, particularly in ICT for the effective management of records” said respondent Q9.
- “If we write memos to tell those [action officers] that we need original letters or e-mail, for filing of important forms online, it is difficult to make people do it. We want our filing to be successful so we need training on change management as new systems like IFEMIS is being”

Table 8.
Training needs for
records management
staff

Areas for further training	Yes		No	
	Frequency	(%)	Frequency	(%)
Managing paper records during their entire life cycle	91	36.4	159	63.6
Managing electronic record during their entire lifecycle	245	98.0	5	2.0
Skills on marketing the records management program	228	91.2	22	8.8
Changes in the record management environment and change management	208	83.2	42	16.8

Note: *N = 250
Source: Field data (2017)

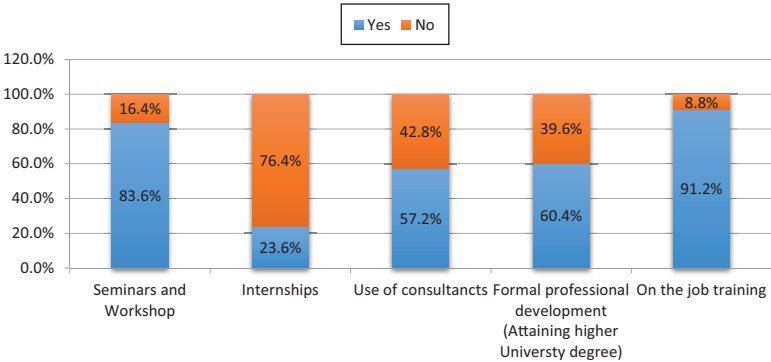


Figure 5.
Preferred type of
training

Note: *N = 250
Source: Field data, 2017

- “I suggest that all of us get training to sensitize people on the importance of a file” said respondent Q15.
- “There is no intense training in the Ministry, especially with regards to the changes taking place in ICT and records management” said respondent Q111.
- “Lack of understanding and knowledge on ICTs has resulted in some records personnel not being competent in managing electronic records [...] so there is need for management to ensure that whenever new technology or electronic information systems are introduced, they undergo through change management processes” said respondent Q165.
- “Training for all users of information to avoid piling of records in offices and letters being sent to other Ministries with no reference numbers” said respondent Q166.

The comments from the above respondents suggest that records at FMFN may be at risk should the Ministry not improve its records management training activities.

7. Discussion of findings

The [International Records Management Trust \(2004, p. 11\)](#) states that “although the agency may have established records and information management policies, tools and procedures, they will be ineffective unless they are supported by qualified records management staff with adequate and regular financial support to implement and maintain them.” As a result, this study sought to examine the resources and training needed to provide for the e-record management in the FMFN. The findings related to the availability of an RMU revealed that indeed FMFN does have an RMU with adequate resources for managing records. Some of the resources available were a movable and lockable file cabinet, files, file holders, registers and computers. Furthermore, it was revealed that the RMU is spacious enough for all records management activities. These findings indicate that FMFN is doing well in providing basic resources for managing records in a hybrid environment. In terms of budget allocation, the study revealed that there is low budget allocation for records management.

The findings further indicated that FMFN has a training program, and an orientation program exists for new employees on records management projects. Despite FMFN having an orientation program for records managers, it seems the frequency of training is very low. This irregular training explains why there were mixed feelings toward the availability of a records management training program. On a positive note, none of the respondents indicated that training is never conducted for records staff. Thus, training is conducted at FMFN; however, it is infrequent. This implies that FMFN may be at risk of having a poor records management program because of inadequate records management training activities within various departments.

With regard to the competence level of records staff in FMFN, the findings indicated that records managers competence level is average, with only a few who are above average. This is a concern for FMFN as the records staff's competence level is average. As noted by some of the respondents, lack of competence hinders staff to effectively perform their duties. Furthermore, it was noticed from observations made while interacting with some of the records personnel in various units that most of them held either a diploma, bachelor's degree or master's degree in Library and Information Science. This is a degree that covers modules both on records and library science management. It was also revealed that most of the records management personnel acquired more skills in records management through on-the-job training. This means, in terms of formal or professional training in records and information management, the records personnel were competent enough as they all had a

bachelor's degree in Library and Information Science. However, some respondents lamented on the need for training in terms of ICTs which are skills not acquired through their formal education.

In addition, participants working as ICT officers held a diploma, bachelor's degree or masters in computer science, software engineering, statistics and computer software. It was also noted that from all the participants interacted with, there was no one with a PhD qualification. In summary, FMFN has qualified personnel in ICT. Thus, the Ministry is to a certain degree e-records ready in terms of human resource capacity. However, based on the findings presented in [Figures 3 and 4](#), it is evident that FMFN has not made much effort in improving the knowledge and skills of records managers, especially in relation to ICTs. As a result, the study participants indicated that the following are the areas in which they need training: managing electronic records, marketing skills and change management. These findings indicate that employees at FMFN embrace the idea of e-records management. Furthermore, the findings imply that employees are concerned about the records awareness program as they indicated that they need training in marketing skills which are necessary for raising awareness about records management procedures. On the other hand, findings reveal that records staff at FMFN are competent in managing paper records as 159 (63.6%) respondents did not indicate interest in this area. This confirms the assertion that they need training in ICTs. To achieve their training needs, study participants indicated that they prefer the following modes of training: on-the-job training with a higher response rate, followed by seminars, workshops, formal professional development, use of consultants and internship program. These study findings indicate that on-the-job experiences are a vital training strategy that FMFN should maximize in enhancing the records management staff's skills.

The findings presented in this section corroborates with previous research to a certain extent while there are some contradictions in some studies. [Asogwa \(2013\)](#), in a similar study on e-records management in Federal Universities in Nigeria, found lack of skilled manpower and clear policies to handle electronic records. She further stated that records and record-keeping was accorded low status that made potential records professionals develop "cold feet" toward record management. She further explained that there was little or complete absence of sustained educational and training opportunities for e-records management. Further studies carried out on managing public financial records in Namibia and Zimbabwe focused on the poor management of financial records in their public sectors such as lack of competent staff with efficient skills, lack of trained staff and lack of tracking systems in place to monitor the movement of records ([Barata et al., 2001](#); [Malemelo et al., 2013](#)). [Duffus \(2016\)](#) also stated that the public sector in developing countries such as Ghana, Jamaica and Kenya failed in the implementation of new record management system. This is partly because of the unwillingness to employ adequate number of experts or train civil servants on how to fully use all the features that e-records management systems offer. This was also supported by [Ndenje-Sichalwe et al. \(2011\)](#) who affirm that low levels of training for registry personnel were among the records management problems in the government ministries in Tanzania. [Tsvuura and Mutsagondo \(2015\)](#) shared similar sentiments arguing that there were staff skills deficiencies in records management in district and provincial public offices in Zimbabwe. A study by [Duffus \(2016\)](#) showed the critical role record management staff play in ensuring successful implementation of electronic record management in the public sector. According to [Duffus \(2016\)](#), inadequate computerization and record imaging equipment were the main challenges in Jamaica. Finally, a study by [Iwhiwhu \(2005\)](#) showed that despite staff having obtained higher qualifications, none of the staff working at Delta State University, Nigeria had any professional training in records

management; hence, they were lacking the competencies and professional skills required to manage the existing paper-based records.

With respect to the budget allocation to the Federal Ministry of Finance, this is made from the Nigerian National Assembly. Regarding budget allocation for record keeping, the majority of respondents at FMFN noted that the government barely allocates enough funds toward e-records management activities. This makes it difficult for FMFN to purchase HI-TECH equipment and tools necessary for e-records management, train staff on the same and also to hire specialists in records management. These findings were also noted by [Asogwa \(2013\)](#) who highlighted insufficient funds to develop records and archives management tools and procedures and to operate records repositories as a major challenge facing records management in Nigeria.

8. Conclusion and recommendation

In conclusion, the study findings revealed that FMFN has a records management unit, which is the basic resource needed for records management. Despite FMFN having a low budget allocation for records management activities and training, findings show that participants at FMFN embrace the idea of e-records management. This implies that the staff at FMFN have a positive attitude toward e-records. This is a strength for FMFN as employees are likely not to reject any ICT changes implemented by the Ministry. The researchers therefore recommend that government departments should ensure that they have the right policies and standards to guide them in the training and provision of resources necessary for e-records management. By implementing the right policies, government departments would be able to provide adequate budget for e-records management activities and training of staff. As a result, organizations will reap various benefits such as employees with the right attitude toward e-records management, skilled workforce, improved productivity, adherence to policies and improved accountability (see [Figure 6](#)).

The study further recommends that there is need for records personnel to be trained on technical skills in managing e-records. Technical skills are necessary because technological advancement is necessitating digitalization of records and engagement with systems that create records; hence, staff needs to have the capacity to operate effectively in the ICT environment. As depicted in [Figure 6](#), trained staff are knowledgeable and skilled; hence, training may also increase compliance to laws and policies required for managing e-records.

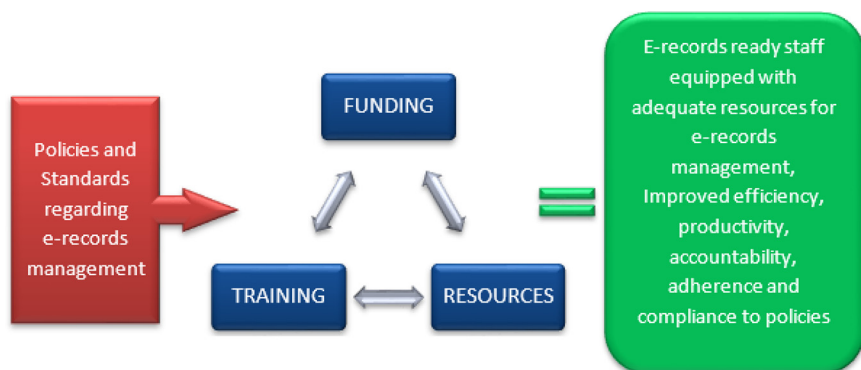


Figure 6.
Framework for
achieving an e-
records readiness
environment

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