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STRATEGIC MANAGEMENT OF RECORDS AND RISKS FOR THE SUSTAINABILITY OF ORGANIZATIONS

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Abstract : *The sustainability of an organization relies on its financial stability and its ability to demonstrate considerable transparency and accountability. Records management has a significant role in providing evidence for decision-making as well as for demonstrating transparency and accountability. Implementing records management would be costly in the absence of risk management. Unfortunately, the role of records management is hardly recognized. This research attempts to investigate the essence of records management in underpinning good governance and accountability processes as well as to identify the relationship between risk management and records management. This research adopts case study method, using interviews, observation and document analysis for data gathering. It is discovered that an integrated records management system is essential in underpinning critical governance and accountability processes such as internal and external audit, compliance, risk management and decision making.*

Keywords : *Integrated records management, Risk and records management, Accountability and records*

INTRODUCTION

The sustainability of an organization or a government can arguably be achieved when it demonstrates considerable transparency and accountability. This, however, can only happen with the availability of authentic and reliable records in order to provide evidence of its governance and accountability. Records management is the systematic and efficient control of all records from their creation to their ultimate disposition. Managing records is not about keeping all records, but also about destroying records. Records management ensures the availability of accurate, authentic and up-to-date records whenever required for various reasons. Unfortunately, records management is hardly recognized as an important element in the success of an organization (Palmer, 2000). However, its significant role is only acknowledged when an accountability process, such as mismanagement, corruption or worse, collapse of an organization occurred. The lack of awareness on the

importance of records management would expose organizations to unnecessary risk due to uncertainty of the availability, accuracy and authenticity of information in form of records. This, organizations would be under constant threat from within and external risks.

Accountability of governance

Accountability is not merely seen as a crucial link in the chain between governors and the governed; effective democracy, it is argued, implies a system that ensures that the former are accountable to the latter (Day & Klien, 1987). Equally, accountability is increasingly seen as a means of stretching scarce resources; if better value for money is to be achieved in the public sector, it is argued, then an effective system of accountability is needed.

Accountability is also a process of being called 'to account' to some authority for one's action, and to be 'accountable' is to be 'answerable' (Jones, 1992). However, answerability requires records that present evidence of the accountability process.

Records may not become essential if the issue of accountability, which is more fundamental, has not been addressed. Indeed, accountability has to be understood as providing answers, as reporting or, more obviously, 'giving an account' that he claims as an informative concept (Kaler, 2002). In the context of a democratic state, the key accountability relationships is 'to account' to some authority for one's actions, that is between the citizens and the holders of public office and, within the ranks of office holders, between elected politicians and bureaucrats (Mulgan, 2000).

Risk management and managing records

Risk is the chance of things going wrong, either bad things happening or good things not happening. Perception of risk influences a person's decisions and behavior. Organizations, both in the public and private sectors, need to perceive risks in order to reduce uncertainty and to achieve economic operation and the sustainability of the organization. The success of risk management is partly dependent on the accuracy of records in organizations, as every judgment made must be based on reliable information. The most common problem in managing records and document is the inconsistency of method used as well as the absence of permanent position (Akashah et al. 2011). In an age where transparency, accountability and compliance are of increasing concern, it is essential for organizations to comply with regulations and, if they do not, to be able to explain why.

Risk does not end when a particular business process or transaction has been completed, but remains as a threat to the organization until all the records are destroyed. Risk management of records enables a proactive approach to potential adversities, rather than a knee-jerk reaction in a crisis (Sampson, 2002). In this context, a records retention schedule is an essential tool that facilitates systematic destruction of records. However, producing the schedule requires a comprehensive effort to ensure that records first fulfil their business and legal requirements prior to their destruction.

In order to underpin risk management, an interwoven activity is required as knowledge of managing records, solely, is not adequate to enable records managers to produce a convincing and useful retention schedule. Developing a records retention schedule requires legal advice and expertise to weigh the costs, litigation risks, and benefits of retention time period to determine the most reasonable retention period for individual records categories (Akashah et al. 2011). To this end, interactions with other professionals are not only unavoidable but desirable. The relationship should be complementary rather than

competing (Murdock, 2006a). It is, however, usually costly for an organisation frequently to take legal advice. Alternatively, an internal audit and risk management committee can be formed to ensure adequacy and compliance with all regulations. Therefore, the long term cost would be more affordable.

A comprehensive and strategic risk management strategy is required if risk management is to achieve its full potential. The application of the strategy should be embedded into the organization's business systems, including strategy and policy setting processes, to ensure that risk management is an intrinsic part of the way business is conducted (Akashah et al. 2011). In order to function effectively, future records managers need a wider range of business management skills and a high level of technical expertise in a number of areas, including information technologies, changing regulatory and legal issues and requirements, and the evolving information needs of the organization (Sampson, 2002). In other words, interpersonal and communications skills is very much needed for records managers to be able to collaborate with other professionals in realizing the integration of risk and records management.

MATERIALS AND METHODS

This research adopts case study methodology. Respondents include auditors, risk managers, compliance managers, information technology professionals and staff of Documentation and Records Management Division. Data gathering involves interviews, observation and document analysis. A case study was conducted in organization CS1, a continent-wide institution with its own legal personality and financial autonomy within the community system. Its mission is to further the objectives of the continent by providing long-term finance for specific capita projects in keeping with strict banking practice. It also contributes towards building a closer-knit in the continent, particularly in terms of economic integration and greater economic and social cohesion.

Governance of CS1

CS1 is governed by four bodies namely, Board of Governors, Board of Directors, Management Committee and Audit Committee. There are 12 Directorates and Departments, including General Secretariat and Legal Affairs, Risk Management, Information Technology, Inspectorate General and Compliance Office. The organization and its staff are covered by a Code of Conduct that sets out the rules and standards for professional behavior. Members of staff are expected to commit themselves to CS1, act loyally, honestly and impartially, and subscribe to a high standard of personal and professional ethics. In order to ensure compliance, CS1 established a Compliance Office in 2004 that functions to identify, assess, advice on, monitor and report on the compliance risk of the organization.

Transparency and accountability constitute one of the two pillars of the CS1's strategy, the other being value-added. Indeed, several actions taken by CS1 proved its commitment to increasing transparency and accountability, including Statement on Corporate Social Responsibility; Public Disclosure Policy; and Document and Records Management Policy. CS1 aims to continuously increase the level of transparency and compliance whilst remaining efficient in supporting the objectives of the continent.

Risk management in CS1

CS1 aligns its risk management systems to changing economic conditions and evolving regulatory standards. It adapts on an ongoing basis as 'best market' practice develops. Systems are in place to control and report on the main risks inherent to its operations, particularly credit, market and operational risks. Although CS1 is not subject to regulation, it aims to comply in substance with the relevant continent banking directives and recommendations of the banking supervisors and legislation and the competent supranational bodies, such as Basel Committee on Banking Supervision (BCBS).

The management of risk is under the remit of Risk Management Directorate (RMD), which is independent from the organization's front offices. The RMD has, two departments namely, the Credit Risk Department (CRD) and Asset and Liability Management (ALM), Derivatives, Financial and Operational Risks (FRD) Department – and a Coordination Division *(Figure 1: Risk Management Directorate of CS1).* RMD independently identifies, assesses, monitors and reports the credit, market and operational risks to which CS1 is exposed in a comprehensive and consistent way and under a common approach.

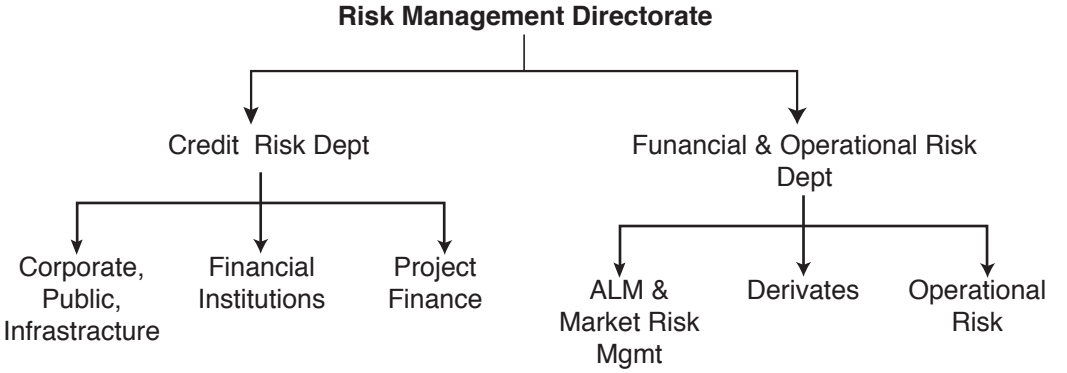


Figure 1 Risk Management Directorete Directorate of CS1

The head of the Operational Risk Division, who used to be an Internal Auditor for CS1, was adamant that an effective record keeping system is essential to facilitate decisionmaking by his division as any delay in processing loan applications would subsequently delay the project. In the long term, this may retard the objective of the continent, particularly for much needed development in member states. Based on firsthand experience, there should be no duplication of keeping records and records should not be re-created to meet the needs of various departments but the organization as a whole. In CS1 offices records are stored in individual department, making sharing difficult and time consuming. CS1, however, maintains a policy of centralized record keeping progress.

The RMD is continuously striving to improve its performance by introducing a number of changes to internal document management and additional risk management procedures. In conjunction with the commitment to increase transparency and compliance with relevant continental banking regulations and market 'best practices', CS1 is developing a methodology and associated guidelines to implement the Basel II Internal Rating Based (IRB) Advanced Approach for calculating the CS1's Regulatory Capital Requirements.

Audit Committee of CS1

The Audit Committee is an independent body answerable directly to the Board of Governors and responsible for verifying that the operations of CS1 have been conducted and its books kept in an appropriate manner. These are done through a 'listen, ask, assess and challenge' approach without infringing the management responsibility. It is essential, indeed, to followup the implementation of recommendations made by the Audit Committee, as audit does not end when the Audit Committee report is produced. Like a risk management process, audit is also a cyclical process, which means that only the implementation of the recommendations in the due time will improve the present situation. Otherwise, it is just a waste of money and other resources used in conducting risk management processes. Generally, it is the responsibility of the Management Committee to ensure the implementation of the recommendations by respective directorates or departments.

The Management Committee also ensures that the Internal Audit, which is a division of the Inspectorate General, reviews all major business areas within a suitably frequent time period (based on independent risk assessments) by the RMD. However, the Management Committee usually consults the Audit Committee before deciding the Internal Audit's forward program. The Internal Audit produces independent reports on its findings and also follows up the implementation of agreed action (to matters raised during both the internal and external audit processes). All its reports go to the Audit Committee at the same time as they go to CS1 management.

The Internal Audit relies heavily on the availability and reliability of documents and records in both electronic and physical forms. In an interview, one of the internal auditors admits that good record keeping systems, particularly after the implementation of the integrated strategic information system (ISIS), facilitates internal auditors' tasks as they do not need to be personally present in the department to perform their auditing tasks. This is regarded by many as high profile corporate failures, such as Enron, WorldCom and more recently Merrill Lynch have shown that the collapse was caused by irresponsible and unethical gatekeepers, particularly the external auditor and the board of directors. It is unimaginable for CS1 to collapse as a result of similar irregularities, as the consequences would be catastrophic for the continent and its financial institutions. Hence, to prevent is better than to cure.

Records Management in CS1

Managing records and archives of CS1 falls under the remit of the Buildings, Logistic and Documentation Department, Documentation and Records Management Division (DRM). There are two subdivisions in the DRM, namely, the Records and Management Unit (RMU), and the Library. Electronic Document Records Management (EDRMS) Unit, is now belongs to another division. Since the implementation of ISIS, EDRMS has had a major role in providing a reliable document management system to users across CS1.

Records Management Unit

The RMU is responsible for managing archives and conventional records. The Archives Services of the EIB comprise almost 9 linear kilometers of records, representing the CS1's operational and administrative history since 1958 (Murdock, 2006a). It includes details of almost 13,000 lending projects many of which have 30 year project life-cycles. Almost 55,000 documents related to active projects arrive each year with the operational archive

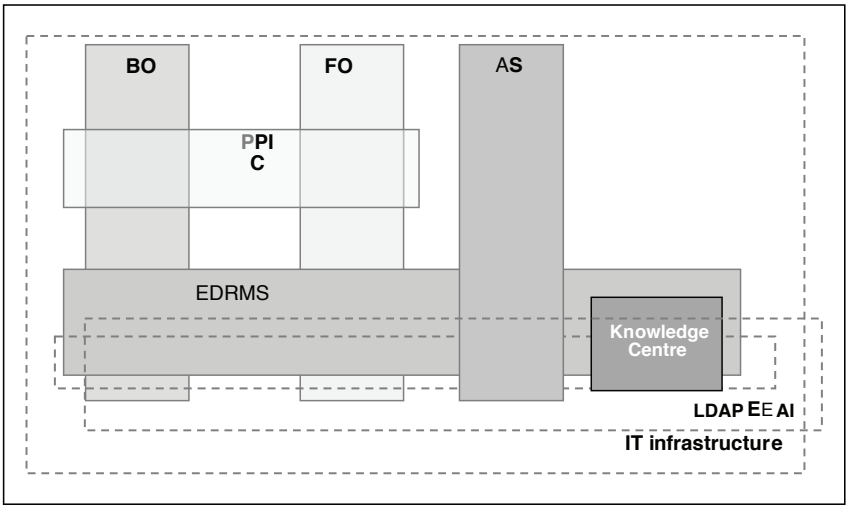
teams. In addition, approximately 400 linear meters (LM) of semi-active records arrive for 'records management' storage. There are twelve people in the RMU ensuring smooth operations. The responsibility of the RMU does not end there as it is also involve in the enterprise-wide document management project.

Electronic Document Records Management (EDRMS) Unit

The history of EDRMS began in December 2002, when CS1 management committee approved a huge IT re-engineering program to replace all legacy systems, some of which were installed more than fifteen years ago, with an integrated CS1-wide system with a reduced number of applications and interfaces.

The program, called Integrated Strategic Information System (ISIS), which covers the entire information structure at CS1 except e-mail, including the CS1's processes with records of borrowing, lending and administration. There are four application systems in the ISIS namely, an electronic document and records management system (EDRMS), which was meant to be the back bone of the ISIS; a system for borrowing, treasury and back-office loans (BO); a system for front office loans (FO) and; an administration system (AS) (Figure 2: The ISIS program) (Murdock, 2006b).

Since EDRMS is a transversal project, therefore, it must be able to integrate with the three other systems. It was developed to serve both the integrated strategic information system and CS1 as an organization. The EDRMS means all important documents in CS1 created, modified, signed, stored, indexed and available in structured folders. This is not an easy task considering the size of CS1, the complexity of the business and the relatively limited time frame allocated for the project to accomplish. The EDRMS was developed based on analysis of record keeping models and standards namely Designing and Implementing Record Keeping System (DIRKS), MoReq, ISO 15489, Dublin Core and thesaurus, which was locally developed.



Borrowing, Treasury, Back-office loans Front office loans Administration

Figure 2: The ISIS program

Within the ISIS, the EDRMS should be able to:

- Perform all document management tasks
- Provide flexibility to ISIS by managing exceptions to workflows
- Enforce single classification throughout ISIS and CS1.

In the CS1 context, the EDRMS should be able to:

- in the short term, replace document circulation (paper or e-mail) by direct access to electronic information – has been successfully implemented.
- in the medium term, reinforce sound record-keeping practice by securing authentic records – in its infancy stage as few changes are being made to suit demanding users needs.
- in the long term, create and structure CS1's experience as a key component of CS1 added value – in its infancy stage.

The EDRMS has three workspaces namely:

- Working area – is a collaborative workspace where people can alter documents according to their privileges. Unfortunately, after being implemented it was underutilized. The contributing factor was users are reluctant to share information although they have been made aware that every document or record is not their personal property. Documents created will be saved in a designated unit or a divisional working area, and made available for other staff members within the unit or division. Users are allowed to access and modify documents, including documents created by others. There is an issue of the safety of documents as accidental or deliberate modification or deletion of documents can occur, which in turn may affect the efficiency of CS1 as a whole. To this end, it is important to note that the management of CS1 is very concerned that the Staff Code of Conduct ensures every member of CS1 acts responsibly.

- Knowledge Centre – was intended as a referral centre for all CS1 staff. Complete documents from working areas will be transferred into the Knowledge Centre for permanent storage. In this stage, documents are accessible but no longer editable.

- Institutional workspace – was intended for administrative documents, restricted to organizational structure. Shared drives were migrated into these areas.

- PIC, LDAP and EAI are not part of the ISIS program.

Unfortunately, when the ISIS project was accomplished, the EDRMS failed to impress all members of CS1. All the interviewees admitted that probably excessive promotion of the EDRMS system led to high expectation from users. They were also in agreement that they were overjoyed that eventually they were given a massive opportunity to develop a comprehensive tailor-made document and records management system. The EDRMS project started in May 2002 and was officially accomplished in April 2004. Records management tasks started in the middle of the first phase until the end of the project. Backlog scanning started in the third phase until the end of the project.

Post implementation review is a stage after the completion of a project which functions to highlight issues faced and provide recommendations for downstream corrections and to serve as a learning tool for the future (Information Systems Audit and Control Association,

2003). At the moment, the EDRMS is undergoing a fine tuning stage including the modification of folder structures and file naming conventions to suit ever expanding and demanding user's needs across CS1. The file name structure and naming conventions were initially developed based on business functions, through collaboration with all individual business units within CS1. Ironically, it was discovered that users are not satisfied with the implementation. To this end, post-implementation modification is inevitable.

Apart from existing templates for workgroups, the new approach provides a more flexible naming convention according to business activities and it also allows the creation of new folders depending on the needs. A functional system is not easy to build, but it is possible (Johnston, 2006). A functional scheme cannot be imposed on or built for an organization, instead it can only be built within an organization. In other words, it means that naming convention must be based on functions that people recognize; words that are meaningful to people; and vocabulary that people understand. Then users will use the classification scheme as they have been involved in its creation and it makes sense to them. Ownerships and meaningfulness are great levers to use in change management.

Consistent with the findings of the Electronic Records Management Project by Humanities Advanced Technology and Information Institute (HATII) (Currall et al., 2002), the EDRMS Functional Unit also discovered that it is difficult to attain commitment from records creators to fulfill required record keeping metadata in templates provided. Many of the employees sent their electronic documents to the EDRMS Unit to complete remaining required metadata fields. To this end, automatic metadata capturing is desirable to facilitate subsequent record keeping activities. However, this seems to be unrealistic as the cost is prohibitive. The problem can gradually be resolved by providing continuous training to secretarial staff of each business unit as they are heavily involved in the creation and filing of records. Furthermore, they are gate keepers who ensure incoming and outgoing records and documents possess adequate metadata.

The EDRMS is also equipped with records retention schedules to enhance the management of electronic records. The idea of integrating risk and records management has attracted a Senior Audit Officer, as he believes that managing records is not about keeping everything. Keeping and destroying records must be based on risk analysis to ensure CS1 operates within anticipated risk boundaries. Decisions and actions must be justifiable as the call for transparency is constantly high.

Integrating records retention schedules requires considerable effort for the development of retention schedules and supporting technologies. Assigning retention periods requires detailed information on various aspects including business needs, legal and compliance equirements as well as historical value. It is certainly beyond the capability of the RMU to decide for how long a particular record should be kept. Therefore, inputs from the RMD, Legal Department and the Compliance Office are vital for the RMU for developing functional retention schedules. In another case study, at an established financial institution, it was discovered that an integrated records retention schedule is more convincing and reputable as it specifically identifies the types and level of risk, the departmental current position, and provides recommendations to mitigate risks for every business department.

The EDRMS system can be enhanced by including digital preservation features for the purpose of ensuring the longevity of digital records. Despite awareness of the importance of digital preservations, the EDRMS Unit has to focus on improving key features of the system to meet user's expectations and business needs, which they failed to achieve when

the EDRMS was officially completed. Currently, there is no systemic effort taken to preserve digital records.

The notion of digital preservation may not be of similar meaning and importance to IT professionals as opposed to archive and records management professionals. The former is more concerned with ensuring availability and accessibility, whilst the later is more concerned with maintaining authenticity and integrity of digital records. An interview with a member of IT Department staff reflects the difference. Records have to retain their original elements to be reliable evidence as they were initially created and used. The integrity of a record refers to its wholeness and soundness: a record has integrity when it is complete and uncorrupted in all of its essential respects. This does not mean that the record must be precisely the same as it was when first created for its integrity to exist and be demonstrated (InterPARES, 2001).

RESULTS AND DISCUSSION

Records Management and the Governance of CS1

Despite its continent, public organization status with legal immunity, the President of CS1 believes CS1 has to increase the level of transparency and accountability in order to sustain its reputation in a risky and competitive financial services sector. The President decided CS1 has to comply with Basel II convention in order to demonstrate accountability of governance and be transparent to its shareholders and stakeholders. It is hard to demonstrate accountability and transparency if there is no benchmark. Hence, conforming to Basel II convention facilitates CS1 in identifying specific requirements that enable transparency and accountability of governance.

Although CS1 is governed by four bodies namely, the Board of Governors, Board of Directors, Management Committee and Audit Committee, it continues to operate efficiently and effectively. This is mainly a consequence of its clear governance structure and delegation of responsibility to these bodies and seamlessly to their subordinates. The President of CS1 was certainly aware that having an effective record keeping system is fundamental for the operation of CS1 as it also ensures the evidence of CS1 operations will be managed systematically.

In any organization, there is no better person other than the head of the organization itself to show concern about records management status in the organization. It should therefore not a surprise when he allocated a huge fund to develop an organizational-wide integrated strategic information system or ISIS, of which records management functions or EDRMS is a key component. A direct consequence of his commitment was the development of ISIS and particularly the EDRMS, did not encounter managerial interference. This proves that involvement of senior management is crucial for the success of a records management initiative. Records managers in other organisations may not be so fortunate enough in securing commitment from senior management.

Making the EDRMS the key components of the organisational-wide integrated information system endorses the key role of documents and records in underpinning the governance of CS1. Arguably, this should not be limited to financial institutions but applied in all types of organisations as managing documents and records is also managing the evidence that is a pre-requisite for good governance.

The Role of Records in the Accountability Processes in CS1

Accountability and transparency constitute one of two pillars of the CS1's strategy and the other is value-added. CS1 believes that in order to generate more surplus, it has to generate more value-added and take more risk. Accountability can only be achieved with the presence of authentic, accurate and up-to-date records or evidence. The accountability of CS1 operations is ensured by its Audit Committee and Compliance Office.

The Audit Committee is an independent body that is directly answerable to the Board of Governors. The Audit Committee verifies that the operations of CS1 have been conducted and its books are kept in an appropriate manner, which includes the balance sheet and profit and loss account. Meanwhile, the Compliance Office ensures the compliance risk of CS1. In the CS1 context, accountability is not limited to financial management but embraces non-financial management as well. There were regular meetings between the Audit Committee, Compliance Office and RMD to streamline information for transparency and accountability purposes.

Although the Documentation and Records Management Division was not directly involved in the meeting, its critical role in ensuring the availability of records of and for the three entities cannot be denied. Notwithstanding that the ISIS and EDRMS are in place, together with a new Document and Records Management policy, the trustworthiness and evidential value of authentic, reliable and usable records as proof of business activities is assured. Arguably the decision by the President of CS1 was a wise one as having sound information and records management systems enables accountability [13].

With three workspaces namely, Working Area, Knowledge Centre and Institutional Workspace, the EDRMS plays a vital role in ensuring the trustworthiness and authenticity of documents and records. Initially, the EDRMS was underutilized due to a less functional newly introduced folder structure and naming convention despite consultation with users. The unexpected outcome forced the Records Management Unit to conduct post implementation review to find a solution, so that the EDRMS would not be a white elephant project. As a result, a more flexible naming convention according to business needs was established. This led to a better acceptance and utilization of the EDRMS by users.

The authenticity and trustworthiness of records which is central to accountability is protected as documents were transferred from Working Area into the Knowledge Centre. Control mechanisms are embedded in the system, therefore the authenticity of records is guaranteed. Authentic and reliable records provide an unambiguous link between contextual information that serve as evidence to identify abuse, non-compliance and mal-administration. Audit trails provide a reliable source of information whenever an investigation is necessary. Obviously, CS1 has all it needs to implement an effective and efficient record keeping system. They are the new document and records management policy, the new organizationalwide strategic records and information system and critically the full support from the President of CS1. With these elements in place, it is perceived that CS1 can increase the level of transparency and accountability as expected because the core requirement that is sound record keeping system.

The Relationship Between Risk Management and Managing Records in CS1

Collaboration between the RMD and RMU is not explicit. Apparently risk management and records management are two separate functions that do not communicate effectively

between each other. Perhaps this is partly caused by the specific function of the RMD that is to identify, assess, monitor and report the credit, market and operational risks. Meanwhile, the RMU functions to manage archives and conventional records. Although the RMD and RMU are geographically separated about 18 kilometers apart it should not be a constraint on the potential integration of risk and records management because it is borderless in an electronic environment.

Since the ISIS and EDRMS already are being used, in-depth analysis is required to integrate risk and records management because modifying existing systems is more difficult than developing new ones. Although the EDRMS was developed using DIRKS, which considers risks in designing the system, it is inadequate to enable immediate integration of risk management into the existing system. Input from a reliable source, in this instance the RMD, is crucial to add-value to the existing ISIS. The process of integrating the two areas is perceived not complicated and costly due to the flexibility of the EDRMS and the requirements that need to be embedded into the system are not complicated. What is needed is input, such as the types, likelihood and impact of risks, from the RMD to be attached to pertinent record categories. This will enable a more systematic identification of risk exposed to different type records and in turn to CS1.

It is worth noting that this is not about minimizing risk but about enabling CS1 to takemore opportunities while being certain about associated risk. Arguably, this can also change the perception that the management of records is not costly as many might suggest. While the role of the RMD is crucial as it provides information on both financial and operational risk, the importance of the Compliance Office and the Audit Committee to the existence of the RMU cannot be neglected. Indeed, it is a symbiotic relationship between all the entities that would benefit CS1 as a whole.

The Senior Audit Officer was convinced about the benefit of integrating risk and records management. It is hoped that his concern and influence would enable and facilitate he integration of the two areas. Notwithstanding the existing organizational-wide ISIS, of which the EDRMS is the backbone, the initiative to implement the integrated approach would not take long to implement. This would help achieving the aim of CS1 to increase the level of transparency and accountability of the organization.

CONCLUSION

It can be concluded that there are two underlying reasons why records management are not being regarded as essential for good governance namely, lack of awareness and commitment among senior management on the importance of good record keeping, and secondly because records management is not embedded in business processes. It is far more important in organisations that operate under tight regulations and compliance regimes than to public organisations that operate under less demanding environments.

Records have significant role and good record keeping is central to the accountability of governance by ensuring the availability of authentic, accurate and up-to-date records. Indeed, the integration of risk and records management has a bright future as its synergy enables the identification of not only risk but also business opportunities, maintains competitive advantage as well as facilitating the achievement of strategic objectives of the organization [14]. Neither regulations nor audit and control mechanisms nor records management can individually significantly contribute to the accountability and sustainability of the organisation.

The sustainability of an organization depends on the ability of the management to strike a balance between cost and benefits, which in turn relies on the ability to grab opportunities and deal with risks with high level of certainty [15]. An orchestrated effort is required to nurture the culture of good governance amongst accountability actors including employers and employees, as well public servants and ministers. But one thing is for certain, reliable and authentic records, and the evidence that they contain, are instruments by which organisations can promote a climate of trust and overall commitment to accountability and good governance. All these rely on accurate, up-to-date and authentic records as the basis for business operations and decision making. Thus, a strategic approach integrating risk and records management would be pragmatic in ensuring the sustainability of the organization.

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