

**IMPLEMENTATION OF ELECTRONIC DOCUMENT AND RECORD  
MANAGEMENT SYSTEM AT THE COUNTY PENSION FUND FINANCIAL  
SERVICES IN KENYA**

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## **ABSTRACT**

The County Pension Fund (CPF) Financial Services is a retirement fund established in Kenya under the Retirement Benefits Authority (RBA) Act No. 01305 of 27th July, 2013. It is registered with the Retirement Benefits Authority for the staff of county governments with headquarters in Nairobi. This study investigated the implementation of Electronic Document and Record Management System (EDRMS) at the CPF with a view of proposing possible solutions to the challenges for successful implementation of EDRMS at CPF. The objectives were to: examine the functionality of EDRMS implemented at the CPF; establish the factors that influence the successful implementation of EDRMS; and establish the challenges of implementing the EDRMS at the CPF. The study was informed by the Records Continuum Model. This study adopted a case study design using a qualitative research approach. A sample of twenty six (26) out of a population of sixty four (64) were drawn from departmental heads, records management officers, ICT personnel and a focus group discussion with clerical officers were picked using purposive sampling. Data was collected using face-to-face interviews with the respondents. The thematic analysis was done using the ATLAS.ti software. Findings of the study established that the EDRMS was functioning effectively with increased multi-sharing of records and documents. However, implementation was faced with challenges such as high cost of maintenance, lack of a records retention and disposal software module and technophobia. This study concludes that EDRMS has improved the quality and consistency of CPF records management processes. The study recommended amongst others, investment on staff training specifically those dealing with EDRMS and change management, embracing new technology such as cloud computing to enhance records storage, installation of Optical Character Recognition (OCR) software which will enhance search capability of content and development of a records retention and disposal software module. The implementation process of EDRMS is a resource-intensive and complex with many challenges. This study provides practical implications on solutions and guidance on implementation of EDRMS.

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND OF THE STUDY**

#### **1.1 Introduction**

This chapter introduces the study and presents the background information to the study. It gives an overview on the organization of records at County Pension Fund (CPF) Financial Services. It comprises the background of the study, contextual setting, the statement of the problem, objectives, research questions, scope and limitations of the study.

##### **1.1.1 Background of the Study**

According to Adam (2008), Electronic Document and Records Management System (EDRMS) is a type of information system which is used to manage electronic documents. Kain and Koshy (2013) assert that a computerized system permits paper based records to be scanned into digital records. Thus, allows easy management of personnel to access and manipulate the records. The systems are used to support creation and maintenance of digital records and hence, enhance the effectiveness of workflow in an organization (The National Archives of Australia, 2013).

The International Council of Archives (2008) describes EDRMS as a computerized electronic document and records management system that enables organizations to manage records in paper-based and electronic formats. These processes include creation, conservation, dissemination and disposition of electronically created records in the provision of evidence of business activities. The main objective of an EDRMS is to capture and manage digital records. It can also be described as a system that offers the users a framework with the capability to capture, maintain and make records accessible over time.

The successful implementation of an EDRMS is regarded as the backbone of every organization. This is because an EDRMS enhances accuracy thus improving output. Indeed, organizations within the financial sector which have incorporated and embraced the use of EDRMS to handle its records find it easy to manage all their externally and internally generated information. These organizations operate at a superior level of productivity and efficiency in terms of service delivery to their clients unlike those which still depend mostly on manual



systems. The EDRMS system, therefore, can comprehensively bring a solution in managing the creation, capture, indexing, storage, retrieval, and disposition of documents and information assets in an organization.