SCHOOL OF LIBRARY, ARCHIVES AND DOCUMENTATION STUDIES

(SLADS – BAGAMOYO).

RESEARCH REPORT ON

AN ASSESSMENT ON THE USE OF DIGITAL RECORDS MANAGEMENT SYSTEMS IN ENHENCING PUBLIC SERVICE DELIVERY IN PUBLIC INSTITUTIONS. A CASE STUDY AT BAGAMOYO DISTRICT COUNCIL.

BY

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A Research report l submitted at the School of Library, Archives and Documentation Studies (SLADS) seeking approval to undertake a study as a Partial Fulfillment for the Award of Ordinary Diploma in, Records and Archives management.

August, 2026

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CERTIFICATION

The undersigned certify that he has read and hereby recommend for the acceptance by the School of Library, Archives and Documentation studies a research report entitled ***"An assessment on the use of digital records management systems in enhancing public service delivery in public institutions. A case study at Bagamoyo district council"*** *a* partial fulfillment of requirements for the award of Ordinary Diploma in Records and Archives Management Studies.

Signature……

MR. Charles Ackley

(Supervisor)

Date……

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MAYUNGA R. RASHID declare that this research report is my own original work and that it has not been presented and was not be presented to any other university/ college for a similar or any other award.

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DEDICATION

I dedicate this research report to my loved parents for their advice, support of materials and prayers during the whole process of pursuing my Diploma, friends, and everyone who provided encouragement throughout my academic journey for their prayers, moral support, guidance, and continuous motivation to the successful completion of this study. Thank you so much may God be with you always.

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LIST OF ABBREVIATIONS

DRMS	-	Digital Records Management Systems
ICT	-	Information and Communication Technology
ISO	-	International Organization for Standardization
GPA	-	Grade Point Average
NACTE	-	National Council for Technical Education
ICA	-	International Council on Archives
IMF	-	International Monetary Fund
OGP	-	Open Government Partnership
SPSS	-	Statistical Package for the Social Sciences
UN	-	United Nations
UNDP	-	United Nations Development Programmed
URT	-	United Republic of Tanzania
SLADS	-	School of Library, Archives and Documentation Studies
RAM	-	Records and Archives Management

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ABSTRACT

This study assessed the use of Digital Records Management Systems (DRMS) in enhancing public service delivery in public institutions, using Bagamoyo District Council as a case study. The study was guided by three specific objectives, to determine the level of use of Digital Records Management Systems, to examine the benefits of using Digital Records Management Systems in enhancing public service delivery, and to identify the challenges affecting the effective use of these systems. A descriptive research design with a case study approach was employed. Data were collected from a sample of 25 respondents through questionnaires, interviews, observation, and documentary review. Quantitative data were analyzed using descriptive statistics, including frequencies and percentages, while qualitative data were analyzed using thematic analysis.

The findings revealed that Digital Records Management Systems are widely used at Bagamoyo District Council, with the majority of respondents indicating that they use the systems on a daily basis. The study further established that DRMS have significantly improved public service delivery by enabling faster retrieval of information, improving efficiency in service delivery, enhancing transparency and accountability, strengthening communication with citizens, and improving records security and preservation. However, the study also identified several challenges affecting the effective use of DRMS, including inadequate staff training, poor internet connectivity, insufficient ICT infrastructure, system failures, and limited technical support.

The study concludes that Digital Records Management Systems play a significant role in improving records management practices and enhancing public service delivery in public institutions. Nevertheless, the effectiveness of these systems depends on adequate ICT infrastructure, continuous staff training, reliable internet services, effective technical support, and strong records management policies.

The study recommends that public institutions should invest in staff capacity building, strengthen ICT infrastructure, improve internet connectivity, enhance technical support services, and regularly review records management policies to maximize the benefits of Digital Records Management Systems

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TABLE OF CONTENTS

CERTIFICATION i
DECRARATION AND COPYRIGHT ii
ACKNOWLEDGEMENT iii
DEDICATION iv
LIST OF ABBREVIATIONS v
ABSTRACT vi
Table 4.2: Age Distribution of Respondents20 xi
Table 4.2: Age Distribution of Respondents21 xi
Table 4.3: Work Experience of Respond23 xi
Table 4.4 Benefits of Digital Records Management Systems in Enhancing Public Service Delivery26 xi
CHAPTER ONE 1
INTRODUCTION AND BACKGROUND OF THE STUDY 1
1.0 INTRODUCTION 1
1.1 BACKGROUND OF THE STUDY 1
1.2 STATEMENT OF THE PROBLEM 2
1.3 Objectives of the Study 3
1.3.1 General Objective 3
1.3.2 Specific Objectives 4
1.4 Research Questions 4
1.5 Significance of the Study 4
1.6 Scope of the Study 4
1.7 Limitations of the Study 4
1.7.1 Shortage of Funds 5
1.7.2 Limited Cooperation from Staff 5
1.7.3 Lack of Experience among Respondents 5
1.7.4 Time Constraints 5
1.7.5 Inadequate Technological Resources 5
1.7.9 Definition of Key Terms 5
CHAPTER TWO 7
LITERATURE REVIEW 7
2.0 Introduction 7
2.1 Key Concepts 7
2.1.1 Digital Records Management Systems (DRMS) 7
2.1.2 Public Service Delivery 7

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2.2 How DRMS and Service Delivery Are Connected 8
2.3 To determine the level of use of Digital Records Management Systems in public institutions 8
2.3.1 Availability of Digital Records Management Systems 8
2.3.2 Frequency of Use of Digital Systems 8
2.3.3 Types of Records Managed Digitally 8
2.3.4 Staff Skills and Competence 9
2.3.5 Integration of Systems in Daily Operations 9
2.4 The benefits of using Digital Records management systems in public service delivery 9
2.4.1 DRMS improve transparency and Accountability 9
2.4.2 support Better Decision-Making 9
2.4.3 Legal Compliance and Risk Reduction 10
2.5 challenges affect the effective use of Digital Records Management Systems in public institutions? 10
2.5.1 Poor ICT Infrastructure 10
2.5.2 Lack of Trained Staff 10
2.5.3 Weak Legal and Policy Frameworks 11
2.5.4 Lack of Funding 11
2.5.5 Data Security and Privacy Risks 11
2.6 How Challenges in Using DRMS Affect Public Service Delivery 11
2.6.1 Infrastructure Problems Cause Service Delays 11
2.6.2 Untrained Staff Reduce Service Quality 12
2.6.3 Weak Legal Frameworks Create Inconsistent Services 12
2.6.4 Lack of Funding Makes Improvements Unsustainable 12
2.6.5 Staff Resistance Creates Unequal Service Delivery 13
2.7 Theoretical Framework 13
2.8 Review of Related Studies 14
2.9 Research Gaps 15
CHAPTER THREE 16
RESEARCH METHODOLOGY 16
3.0 Introduction 16
3.1 Research Design 16
3.2 Research Approach 16
3.3 Area of the Study 17
3.4 Study Population 17
3.5 Sample Size and Sampling Techniques 17

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3.5.1 Sample Size 17
3.5.2 Sampling Techniques 18
3.6 Data Collection Methods and Instruments 18
3.6.1 Questionnaires 18
3.6.2 Interviews 18
3.6.3 Observation 19
3.6.4 Documentary Review 19
3.7 Validity and Reliability of Research Instruments 19
3.7.1 Validity 19
3.7.2 Reliability 20
3.8 Data Analysis 20
3.8.1 Quantitative Data Analysis 20
3.8.2 Qualitative Data Analysis 20
3.9 Ethical issues 21
3.9.1 Confidentiality and Anonymity 21
3.9.2 Voluntary Participation 21
3.9.3 Honesty and Accuracy 21
CHAPTER FOUR 22
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS 22
4.1 Introduction 22
4.2 Demographic information 22
4.2.1 Gender Distribution of Respondents 23
Table 4.1: Gender Distribution of Respondents 23
4.2.2 Age Distribution of Respondents 24
Table 4.2: Age Distribution of Respondents 24
4.2.3 Education Level of Respondents 25
4.2.4 Work Experience of Respondents 26
Table 4.3: Work Experience of Respondents 26
4.4 Benefits of Digital Records Management Systems in Enhancing Public Service Delivery 28
Table 4.4 Benefits of Digital Records Management Systems in Enhancing Public Service Delivery 29
CHAPTER FIVE 33
CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER STUDY 33
5.1 Introduction 33
5.2 Summary of Findings 33

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5.3 Conclusion 34
5.4 Recommendations 35
5.4.1 Provision of Regular Training Programmed 35
5.4.2 Improvement of ICT Infrastructure 36
5.4.3 Improvement of Internet Connectivity 36
5.4.4 Strengthening Technical Support Services 37
5.4.5 Strengthening Records Management Policies and Procedures 37
5.5 Areas for Further Study 38
5.5.1 Impact of Digital Records Management Systems on Organizational Performance 38
5.5.2 Assessment of Digital Records Security in Public Institutions 39
5.5.3 Challenges of Digital Transformation in Records Management 39
5.5.4 Comparative Study of Digital Records Management Systems in Public Institutions 40
REFERENCES 41
BIBLIOGRAPHY 45
APPENDEX I 47
QUESTIONNAIRE FOR STAFF 47
APPENDEX II 50
INTERVIEW GUIDE 50
APPENDEX III 51
BUDGET DETAILS 51
APPENDEX IV 52
TIME SCHEDULE SHOWING. 52
APPENDEX IV 53
LETTER APPROVAL 53

SLADS Research Hub · SLADS/2026/00072 · repository.slads.sc.tz

LIST OF TABLE.

Table 4.2: Age Distribution of Respondents…….20

Table 4.2: Age Distribution of Respondents…….21

Table 4.3: Work Experience of Respondents ……23

Table 4.4 Benefits of Digital Records Management Systems in Enhancing Public Service Delivery……... 26

SLADS Research Hub · SLADS/2026/00072 · repository.slads.sc.tz

LIST OF FIGURES

Figure 4.1: Education Level of Respondent……. .22

Figure 4.2: Level of Use of Digital Records Management Systems ……..…24

Figure 4.3: Challenges Affecting the Effective Use of Digital Records Management Systems……...……...….27

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 INTRODUCTION

This section consists background of the Study, statement of the problem, general objectives, specific objectives, research questions, significance of the Study, Scope of the Study, limitation of the Study, and definition of key terms of the Study.

1.1 BACKGROUND OF THE STUDY

Globally, public institutions are under increasing pressure to deliver services that are efficient, transparent, timely, and citizen centered. One of the key responses to these pressures has been the adoption of Digital Records Management Systems (DRMS), which support the creation, capture, storage, retrieval, use, and disposal of records in electronic form throughout their lifecycle (ISO, 2016).

Traditionally, public institutions relied heavily on paper-based records systems. These systems were characterized by slow retrieval of information, loss or misplacement of files, duplication of records, limited accountability, and high operational costs (Shepherd & Yeo, 2003). Such weaknesses negatively affected public service delivery, leading to delays in decision-making, poor responsiveness to citizen's needs, and weak institutional memory. As governments expanded in size and complexity, these manual systems became increasingly unsustainable.

The global shift towards digital governance and e-government has made DRMS a foundational component of public sector reform. According to Johnston and Bowen (2005), digital records systems enhance service delivery by enabling faster access to accurate information, supporting evidence-based decision-making, and improving workflow efficiency within public institutions. Similarly, Mukred et al. (2019) argue that effective digital records management strengthens accountability and transparency, which are critical pillars of quality public service delivery.

In Africa, the adoption of digital records management systems is closely linked to broader efforts aimed at public sector reform, good governance, and service delivery improvement. Many African governments have embraced ICT-driven reforms to address

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persistent challenges such as bureaucratic inefficiencies, corruption, weak accountability, and poor access to public services (Asogwa, 2012).

Despite growing awareness of the importance of DRMS, studies indicate that implementation remains uneven across the continent. According to Ngulube (2017), many African public institutions still operate hybrid environments where digital systems coexist with poorly managed paper records. This situation limits the full potential of digital records systems in enhancing service delivery, as critical information remains fragmented and difficult to access.

Research conducted in Southern and Eastern Africa shows that where DRMS are partially implemented, improvements in service delivery are evident, including faster processing of applications, improved tracking of public transactions, and better communication with citizens (Matlala & Ncube, 2024). However, these benefits are often constrained by challenges such as inadequate ICT infrastructure, limited financial resources, weak legal and policy frameworks, and shortages of skilled records management professionals.

In Tanzania, the use of digital records management systems is embedded within national initiatives aimed at modernizing public administration and improving service delivery. The Government of Tanzania has introduced several reforms, including e-government strategies and the establishment of the election Government Authority (eGA), to promote the use of ICT in public institutions (URT, 2016).

Despite these initiatives, empirical studies reveal that public institutions in Tanzania continue to rely heavily on paper-based records systems, with limited and inconsistent adoption of DRMS. Newa and Mwantimwa (2019) found that although public servants acknowledge the importance of electronic records management in improving efficiency and accountability, actual implementation is hindered by insufficient infrastructure, lack of trained personnel, weak enforcement of records management policies, and limited budgetary support.

1.2 Statement of the Problem

Effective public service delivery is a fundamental obligation of public institutions and a key indicator of good governance, transparency, and accountability. Public institutions depend heavily on records to support administrative operations, policy implementation, and decision-making processes. Proper records management ensures that information is

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accessible, reliable, and usable, thereby enhancing efficiency and accountability in public administration (International Organization for Standardization, 2016).

Despite the recognized importance of records management, many public institutions particularly in developing countries continue to experience significant challenges in managing records effectively. These challenges include reliance on paper-based systems, poor organization of records, duplication of information, delays in retrieval, and risks of loss or deterioration. Such weaknesses undermine public service delivery by causing inefficiencies, delayed decision-making, and reduced public trust (Kemoni & Ngulube, 2008; Asogwa, 2012).

Although Digital Records Management Systems (DRMS) have been introduced as part of e-government initiatives to address these challenges, their adoption and effective utilization remain inconsistent. DRMS are designed to manage records throughout their lifecycle, improve access to information, and enhance operational efficiency. However, in many public institutions, especially in developing countries, challenges such as inadequate ICT infrastructure, limited technical skills, weak implementation strategies, and lack of adherence to standards persist (Katuu, 2016, Ngoepe & Saurombe, 2016).

Furthermore, while digital transformation initiatives promise improved efficiency, transparency, and faster service delivery, empirical evidence shows that many institutions have not fully realized these benefits due to poor integration of digital systems and weak records management practices (World Bank, 2021). This creates a gap between the expected benefits of DRMS and the actual performance of public institutions in delivering services and there is a need to assess the extent to which Digital Records Management Systems are being used and how they contribute to enhancing public service delivery in public institutions.

1.3 Objectives of the Study

This study will guide by the following General and specific objectives, as follows.

1.3.1 General Objective

The general objective of this study to assess how digital records management systems enhance public service delivery in public institutions.

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1.3.2 Specific Objectives

- To determine the level of use of Digital Records Management Systems in public institutions.
- To examine the benefits of use Digital Records Management Systems in public service delivery.
- To identify the challenges that affect the effective use of Digital Records Management Systems in public institutions.

1.4 Research Questions

- What is the level of use of Digital Records Management Systems in public institutions?
- What is benefits of using a digital records management systems?
- What challenges affect the effective use of Digital Records Management Systems in public institutions?

1.5 Significance of the Study

- Improving Efficiency in Public Service Delivery
- Enhancing Accuracy and Reducing Errors
- Supporting Decision Making in Public Institutions
- Increasing Public Trust and Transparency

1.6 Scope of the Study

This study focuses on assessing the use of Digital Records Management Systems (DRMS) in improving public service delivery in public institutions. The study will be conducted at Bagamoyo district council. The study examines the extent of use of Digital Records Management Systems, the benefits gained in public service delivery, and the challenges faced in using the systems. It also covers possible ways of improving the use of Digital Records Management Systems.

1.7 Limitations of the Study

In the course of conducting this study the researcher expects to face some certain limitations such as.

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1.7.1 Shortage of Funds

Conducting research on digital records management systems requires sufficient financial resources to access computers, software, internet services, and other tools for data collection and analysis. Limited funding may restrict the number of institutions visited, reduce the sample size, or limit the use of advanced analytical tools, potentially affecting the comprehensiveness of the study.

1.7.2 Limited Cooperation from Staff

Some public institution employees may be reluctant to share information due to confidentiality concerns, fear of reprisal, busy schedules, or lack of understanding of the research objectives. This may result in incomplete responses or non-participation, which could affect the validity and reliability of the findings.

1.7.3 Lack of Experience among Respondents

Not all employees are fully experienced with digital records management systems. Some may have minimal exposure or limited technical knowledge, which can influence the accuracy and depth of the data collected and may limit the researcher's ability to fully assess system usage and challenges.

1.7.4 Time Constraints

Adequate time is crucial for planning, data collection, analysis, and reporting. Limited time may force the researcher to restrict the sample size, shorten data collection periods, or analyze data less thoroughly, which could affect the quality and richness of the research findings.

1.7.5 Inadequate Technological Resources

The study requires access to computers, reliable internet, data storage devices, and digital records management software. Lack of these resources may limit the researcher's ability to access and analyze all necessary information, potentially affecting the comprehensiveness of the study.

1.7.9 Definition of Key Terms

Digital Records Management System (DRMS) A Digital Records Management System refers to a computerized or electronic system designed to capture, store, organize, retrieve,

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manage, and dispose of records in digital format throughout their lifecycle. It encompasses software, hardware, policies, and procedures that facilitate the systematic control of records from creation to final disposition, ensuring authenticity, integrity, reliability, and usability.

Records Management, is the systematic and administrative control of records throughout their lifecycle from creation or receipt, through active use, maintenance, and storage, to their final disposition (either destruction or permanent preservation). It involves the application of management principles to the creation, maintenance, use, and disposal of records for the achievement of adequate documentation of organizational activities.

Public service delivery, refers to the process by which government institutions and public sector organizations provide services, information, and goods to citizens and other stakeholders. It encompasses the mechanisms, channels, and procedures through which government fulfills its mandate of meeting the needs of the public, including healthcare, education, licensing, registration, and social welfare services.

Electronic records, are records created, communicated, maintained, or managed in digital form by means of computer technology. These include documents, emails, databases, spreadsheets, digital images, audio/visual files, and any other information captured and stored electronically, which require technological infrastructure to access and use.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter has reviewed researchers and scholars have written about Digital Records Management Systems and their role in enhancing public service delivery. The review showed that DRMS are very important for making public services faster, more transparent, and more accountable. many public institutions especially in developing countries like Tanzania face serious challenges in using these systems effectively, including poor infrastructure, untrained staff, weak laws, insufficient funding, staff resistance, and cybersecurity risks. The review is guided by the specific objectives of this study.

Records are the documents and information that organizations create and keep as evidence of their activities. When public institutions manage their records using digital systems, it becomes easier to deliver services to citizens quickly and efficiently. According to the International Council on Archives (ICA, 2016), good records management is key to good governance. Mnjama and Wamukoya (2007) also point out that moving from paper records to digital systems is one of the biggest improvements a public institution can make.

2.1 Key Concepts

2.1.1 Digital Records Management Systems (DRMS)

A Digital Records Management System (DRMS) is a computer-based system that helps organizations create, store, organize, find, and dispose of records in a digital (electronic) format. The International Organization for Standardization (ISO 15489-1, 2016) defines records as information that an organization keeps as proof of its activities and decisions. A DRMS makes it possible to manage these records electronically instead of on paper. Shepherd and Yeo (2003) explain that records management means controlling the creation, use, and disposal of records in an organized way.

2.1.2 Public Service Delivery

Public service delivery means the way government offices and public institutions provide services to citizens. These services include things like issuing birth certificates, processing

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pension payments, registering land, and licensing businesses. The United Nations Development Programmed (UNDP, 2015) says that effective public service delivery means giving citizens the right services, at the right time, in the right way. Batley and Larbi (2004) explain that good service delivery depends on having the right structures, enough resources, and the right tools including technology. In today's world, digital tools like DRMS play a very important role in helping public institutions serve citizens better and faster.

2.2 How DRMS and Service Delivery Are Connected

The connection between DRMS and public service delivery is simple, when public servants can quickly find accurate records, they can help citizens faster. Ngulube (2004) says that poor records management leads directly to slow and poor service delivery. When records are lost, misfiled, or hard to find, citizens have to wait longer and may not get the right service. Digital systems solve this problem by making records easy to find and hard to lose. This connection is the main reason this study is important.

2.3 To determine the level of use of Digital Records Management Systems in public institutions

2.3.1 Availability of Digital Records Management Systems

This point examines whether public institutions have adopted digital records management systems. Many public institutions, especially in developing countries like Tanzania, are still in the transition stage where both paper-based and digital systems are used together. This shows that the level of use is still moderate and not fully implemented (Mwantimwa & Ndenje-Sichalwe, 2020).

2.3.2 Frequency of Use of Digital Systems

This point focuses on how often employees use digital systems in their daily activities. In some institutions, digital systems are used regularly for storing and retrieving records, while in others they are rarely used due to lack of training and awareness. Frequent use indicates a higher level of system adoption (Asogwa, 2013).

2.3.3 Types of Records Managed Digitally

This point looks at the kinds of records that are handled using digital systems, such as administrative files, reports, emails, and correspondence. Studies show that many

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institutions digitize only selected records instead of all records, which indicates partial use of the systems (International Records Management Trust, 2009).

2.3.4 Staff Skills and Competence

The level of use of digital records systems depends on the knowledge and skills of staff. Employees who lack ICT skills tend to avoid using digital systems, which lowers the level of usage. Training and capacity building are important for improving system use (Ngoepe & Saurombe, 2016).

2.3.5 Integration of Systems in Daily Operations

This point examines how well digital records systems are integrated into daily institutional activities. In highly developed institutions, digital systems are fully integrated and used for decision-making, service delivery, and communication. However, in many public institutions, integration is still limited, which reduces their effectiveness (World Bank, 2021).

2.4 The benefits of using Digital Records management systems in public service delivery

2.4.1 DRMS improve transparency and Accountability

DRMS help governments be more open and accountable. When records are stored digitally with audit trails records of who accessed or changed a file it becomes harder for public servants to hide wrongdoing. Ngulube (2004) argues that sound records management is essential for transparency and accountability in government. The International Monetary Fund (IMF, 2019) also notes that digital financial records make it much easier to detect and prevent corruption. Countries that have invested strongly in DRMS, such as Rwanda and Estonia, consistently score high on global transparency rankings (United Nations, 2020).

2.4.2 Support Better Decision-Making

Good decisions require good information. When public servants have easy access to complete and accurate records, they can make better decisions. Shepherd and Yeo (2003) say that records are the raw material of decision-making in any organization. Musembi (2010) found that managers in institutions with working DRMS were more confident in the quality of information they used for decisions. When records are disorganized or incomplete, decisions may be inconsistent or unfair to citizens.

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2.4.3 Legal Compliance and Risk Reduction

Public institutions are required by law to keep certain records for specific periods of time. DRMS help institutions follow these legal requirements automatically by setting rules for how long records must be kept and when they should be deleted. Sprehe (2005) explains that DRMS protect public institutions from legal risks that arise from poor record-keeping, such as being unable to produce evidence when required in court or during audits. ISO 15489-1 (2016) provides international standards that guide institutions in managing records properly and legally.

2.5 challenges affect the effective use of Digital Records Management Systems in public institutions?

This objective of the study is to identify the challenges public institutions face in using DRMS. Despite the many benefits of DRMS, many public institutions especially in developing countries struggle to implement and use them effectively. The literature identifies the following main challenges.

2.5.1 Poor ICT Infrastructure

DRMS need electricity, computers, internet, and servers to work. In many public institutions in Africa, these basic tools are unreliable or unavailable. Mnjama and Wamukoya (2007) found that poor ICT infrastructure was the most common barrier to DRMS adoption across eastern and southern Africa. Frequent power cuts, slow internet, and old computers prevent staff from using digital systems properly. Wamukoya and Mutula (2005) observed that in some institutions, staff went back to using paper because the digital system kept failing due to infrastructure problems.

2.5.2 Lack of Trained Staff

Using DRMS requires skills in both records management and computers. Many public servants in developing countries do not have these skills. Ngulube (2004) notes that there are very few professionals in Africa who are trained in both records management and digital systems. Kemoni and Ngulube (2008) found in Kenya that inadequate training was the biggest day-to-day challenge for staff trying to use DRMS. When staff do not know how to use a system, they either use it incorrectly or avoid it altogether, which defeats the purpose of having the system.

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2.5.3 Weak Legal and Policy Frameworks

In many countries, the laws and policies on records management were written for paper records and do not properly cover digital records. Issues such as the legal value of digital documents, how long to keep digital files, and how to protect personal data online are often not addressed in existing laws. Chachage and Ngulube (2006) found that the lack of clear legal frameworks for digital records was a major reason why many public institutions in Tanzania and other African countries were slow to adopt DRMS. Without legal clarity, institutions fear using digital systems for important records.

2.5.4 Lack of Funding

Setting up and maintaining DRMS is expensive. It requires money for hardware, software, training, and ongoing technical support. Many public institutions in developing countries do not have enough money for all of this. Heeks (2006) warns that many digital government projects fail because governments only fund the initial setup but not the ongoing maintenance. When systems break down and there is no money to fix them, they stop being used and service delivery suffers.

2.5.5 Data Security and Privacy Risks

Digital records can be accessed, stolen, corrupted, or deleted by unauthorized people. Unlike paper records, a cyber-attack can affect thousands of records at once. Bwalya and Mutula (2014) note that many African public institutions do not have adequate cybersecurity measures to protect their digital records. This creates fear among staff and managers about relying on digital systems for sensitive government records. The loss or theft of citizen data can cause serious harm and damage public trust in government institutions.

2.6 How Challenges in Using DRMS Affect Public Service Delivery

The third objective of this study is to assess how the challenges in using DRMS affect public service delivery. The challenges described above do not just create problems for IT departments they directly hurt the services that citizens receive.

2.6.1 Infrastructure Problems Cause Service Delays

When computers and internet connections are unreliable, staff cannot access digital records when they need them. This forces them to delay processing citizen requests or

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look for records manually. Kemoni and Ngulube (2008) found that service backlogs and long waiting times in Kenyan government offices were directly linked to poor ICT infrastructure that prevented staff from using digital records systems. Citizens, especially those from poor or rural areas who travel long distances to government offices, suffer the most when infrastructure failures delay services.

2.6.2 Untrained Staff Reduce Service Quality

When staff do not know how to use DRMS properly, they make mistakes — entering wrong information, filing records in the wrong place, or failing to find records when needed. This reduces the quality of service citizens receive. Nkwe (2012) found that in Botswana institutions where training was inadequate, the introduction of DRMS actually made service quality worse than before, because staff could not use the system correctly. DeLone and McLean (2003) confirm that low information quality caused by poor data entry and management directly reduces the benefits that citizens and institutions receive from an information system.

2.6.3 Weak Legal Frameworks Create Inconsistent Services

When there are no clear rules about digital records, different staff members and departments handle records differently. This leads to inconsistent services where citizens receive different treatment depending on who handles their case. Chachage and Ngulube (2006) found that without proper legal frameworks, institutions often maintained both paper and digital records at the same time, creating confusion and contradictions. Mnjama (2005) documented cases in Tanzania where citizens were unable to claim their legal rights such as land ownership or pension benefits because digital records were not recognized as valid legal evidence.

2.6.4 Lack of Funding Makes Improvements Unsustainable

Even when DRMS initially improve service delivery, a lack of ongoing funding can cause the improvements to fade over time. When systems are not maintained, they become slow and unreliable. When staff are not regularly trained, their skills become outdated. Heeks (2006) calls this the "implementation-sustainability gap" and documents many examples in developing countries where digital government projects delivered early benefits that were later lost because funding was not sustained. The World Bank (2012) confirms that

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sustainability planning and long-term funding are critical for maintaining service delivery improvements from digital investments.

2.6.5 Staff Resistance Creates Unequal Service Delivery

When some staff use DRMS and others do not, citizens receive inconsistent services. Wamukoya and Mutula (2005) observed that in institutions where staff resistance was high, citizens received different levels of service depending on which staff member helped them those who used the digital system provided faster service, while those who refused to use it caused delays. This inconsistency is unfair to citizens and undermines public trust in government institutions.

2.7 Theoretical Framework

This study was guided by the Records Continuum Theory (Model) developed by Frank Upward (1996). The Records Continuum Theory is one of the most influential theories in records and archives management. Unlike the traditional records life cycle model, which views records management as a sequence of separate stages, the Records Continuum Theory explains that records are created, captured, organized, managed, and preserved as a continuous process throughout their existence. The theory emphasizes that records should be managed systematically from the moment they are created to ensure that they remain authentic, reliable, accessible, and usable for administrative, legal, accountability, and historical purposes.

According to Upward (1996), effective records management integrates four interrelated dimensions: Create, Capture, Organize, and Pluralize. The Create dimension focuses on the creation of accurate and reliable records during organizational activities. The Capture dimension ensures that records are properly captured into an authorized records management system to maintain their authenticity and integrity. The Organize dimension involves classifying, storing, indexing, and maintaining records to facilitate efficient retrieval and use. The Pluralize dimension ensures that records remain accessible and available for accountability, transparency, public access, and long-term preservation beyond their immediate administrative use. The Records Continuum Theory is highly relevant to this study because Digital Records Management Systems (DRMS) support every stage of the continuum. DRMS enable public institutions to create electronic records, capture them into secure systems, organize them using appropriate classification and metadata standards, and preserve them for future access and accountability. Through

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these processes, Digital Records Management Systems improve information accessibility, reduce retrieval time, strengthen records security, enhance transparency, support informed decision-making, and ultimately improve public service delivery.The theory further explains that the effectiveness of Digital Records Management Systems depends on the availability of adequate ICT infrastructure, skilled personnel, supportive policies, technical support, and organizational commitment. Where these requirements are inadequate, institutions experience challenges such as poor records accessibility, delayed service delivery, information loss, and weak accountability. These challenges are consistent with the findings of this study, which identified inadequate staff training, poor internet connectivity, insufficient ICT infrastructure, and limited technical support as major constraints affecting the effective use of Digital Records Management Systems at Bagamoyo District Council. Therefore, the Records Continuum Theory provides an appropriate theoretical foundation for this study because it explains how effective management of digital records throughout their continuum contributes to improved efficiency, transparency, accountability, and enhanced public service delivery in public institutions.

2.8 Review of Related Studies

Several studies from Africa and around the world have examined how DRMS affect public service delivery their findings provide important context for this study.

Kemoni and Ngulube (2008) studied government ministries in Kenya and found a clear link between the quality of records management and the quality of service delivery. Institutions that managed their records well served citizens better and faster. The study identified training and policy gaps as the most urgent problems to solve. Nengomasha (2009) studied public offices in Namibia and found that the government had good policies for digital records management but that implementation was held back by lack of skilled staff and poor infrastructure. She recommended strong investment in training and equipment.

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2.9 Research Gaps

From the review above, it is clear that while much has been written about DRMS and service delivery in Africa, there are still important gaps. First, most studies focus on Kenya, Botswana, and Namibia, with fewer detailed studies on Tanzania. Second, most studies describe challenges but do not measure exactly how much those challenges affect service delivery in practice. Third, most studies look at either staff or citizens separately few studies combine both perspectives. Fourth, while solutions are often recommended, there is little research on which solutions work best in the specific Tanzanian context. This study aims to fill these gaps by conducting an in-depth assessment of DRMS use in selected Tanzanian public institutions, examining the topic from the perspectives of both staff and service users, and providing evidence-based recommendations that are relevant to the Tanzanian setting.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter It describes the methods and procedures the researcher used to collect and analyze data about Digital Records Management Systems (DRMS) and their role in enhancing public service delivery in public institutions. The chapter covers the following areas, the research design, the area of the study, the study population, the sample size and sampling techniques, the data collection methods and instruments, the validity and reliability of the instruments, the data analysis methods, and the ethical considerations followed in the study.

3.1 Research Design

A research design is the overall plan or strategy that a researcher uses to answer research questions. It guides the researcher on what data to collect, from whom, and how to analyze it (Creswell & Creswell, 2018). This study used a descriptive research design combined with a case study approach. A descriptive research design was chosen because the study aimed to describe the current situation regarding the use of DRMS in public institutions what is happening now, why it is happening, and what effects it is having. Kothari (2004) explains that descriptive research is useful when a researcher wants to find out the characteristics of a particular situation or phenomenon as it currently exists.

3.2 Research Approach

A mixed research approach, which combines both quantitative and qualitative research approaches, was adopted in this study. The mixed approach was considered appropriate because it enabled the researcher to collect both numerical and non-numerical data, thereby providing a comprehensive understanding of the use of Digital Records Management Systems (DRMS) in enhancing public service delivery at Bagamoyo District council. The quantitative approach was used to collect numerical data from respondents through structured questionnaires. This approach enabled the researcher to measure the level of use of Digital Records Management Systems, identify their benefits, and determine the challenges affecting their effective utilization. The collected data were analyzed using descriptive statistics such as frequencies and percentages, and the results were presented in tables. The qualitative approach was used to collect detailed

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information through interviews, observation, and documentary review. This approach enabled the researcher to explore respondents' opinions, experiences, and perceptions regarding the implementation and use of Digital Records Management Systems in public institutions. Qualitative data provided detailed explanations that complemented the quantitative findings and helped the researcher gain a deeper understanding of the study problem.

3.3 Area of the Study

This study was conducted at Bagamoyo district council at Pwani region. This area was chosen because it is easily accessible by the researcher and data or 0information pertains the topic under investigation will obtained.

3.4 Study Population

The study population refers to all the people or groups that a study is concerned with (Kothari, 2004). For this study, the target population included all people who are directly involved in the use of DRMS or who are affected by the quality of records management in the selected public institutions. Population of this study is 45 included, Records management staff, these are the employees whose main job is to manage records, including creating, storing, retrieving, and disposing of records.

3.5 Sample Size and Sampling Techniques

3.5.1 Sample Size

A sample is a smaller group selected from the total population to represent the whole group in the study (Bryman, 2016). It is not always possible or practical to study every single person in a population, so researchers carefully select a sample that is large enough to provide reliable results but small enough to be manageable.

For this study, a sample of 25, respondents were selected. This sample size was determined using Solving's formula, which is a commonly used method for calculating an appropriate sample size from a known population. Solving's formula is: n = N / (1 + N x e squared), where n is the sample size, N is the total population, and e is the margin of error (set at 0.05 or 5%). (Israel, 2009).

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3.5.2 Sampling Techniques

Different sampling methods were used for different groups of respondents, depending on the nature and size of each group. This is called a stratified and purposive sampling approach. Creswell and Creswell (2018) recommend using different sampling strategies for different groups when the population is made up of distinct sub-groups with different characteristics. Simple random sampling was used for records management staff and ICT staff. In simple random sampling, every person in the group has an equal chance of being selected. This method is fair and reduces bias (Kothari, 2004).

3.6 Data Collection Methods and Instruments

Data collection methods are the specific ways that a researcher gathers information from respondents or sources. This study used both primary data collection methods (gathering new data directly from respondents) and secondary data collection methods (using existing documents and records).

3.6.1 Questionnaires

A questionnaire is a set of written questions given to respondents so they can provide their answers in writing. Questionnaires were the main data collection tool for records management staff, ICT staff, and citizen service users. According to Kothari (2004), questionnaires are useful when data needs to be collected from a relatively large number of people in a structured and consistent way. The questionnaires for this study contained two types of questions, closed-ended questions and open-ended questions. Closed-ended questions asked respondents to choose from a set of provided answers. The questionnaires were written in both English and Swahili to make sure that all respondents could understand and complete them without difficulty.

3.6.2 Interviews

An interview is a conversation between the researcher and a respondent, where the researcher asks questions and records the answers. Semi-structured interviews were conducted with senior management staff. A semi-structured interview uses a list of prepared questions but also allows the researcher and respondent to discuss topics in more depth as needed (Creswell & Creswell, 2018). Interviews were chosen for senior managers because their knowledge and experience is complex and cannot easily be

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captured through a simple written questionnaire. Face-to-face interviews allowed the researcher to ask follow-up questions and explore issues in greater depth.

3.6.3 Observation

Observation means the researcher directly watches and records what is happening in a particular setting. In this study, the researcher observed how staff in the selected institutions actually used (or did not use) DRMS during their daily work. An observation checklist was developed to guide this process, focusing on things like whether computers were available and working, whether staff were using digital systems to retrieve records, and how long it took to find and provide records to citizens.

3.6.4 Documentary Review

A documentary review involves reading and analyzing existing documents that are relevant to the study. In this study, the researcher reviewed relevant government policies, institutional records management guidelines, reports on DRMS implementation, and any available records on service delivery performance in the selected institutions. Bowen (2009) explains that documentary review is an important method in qualitative research because it provides background information, helps to confirm or challenge information gathered through other methods, and reveals information that respondents may not volunteer in interviews or questionnaires. Documents reviewed in this study included the National ICT Policy (2016).

3.7 Validity and Reliability of Research Instruments

3.7.1 Validity

Validity means that a research instrument actually measures what it is supposed to measure (Kothari, 2004). For example, a questionnaire about DRMS use is only valid if the questions it contains truly relate to how DRMS are used in practice. To ensure validity in this study, the researcher took the following steps, the instruments were tested in a pilot study with 10 respondents who were not part of the main sample. The pilot study helped the researcher to identify any questions that were confusing or unclear, and corrections were made before the main data collection began and the study used multiple data collection methods (questionnaires, interviews, observation, and documentary review). Using more than one method to collect data on the same topic (Creswell, 2018).

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3.7.2 Reliability

Reliability means that if the same study were repeated using the same instruments, it would produce the same or similar results (Bryman, 2016). To ensure reliability in this study, the researcher, use standardized questionnaires with clear and specific questions so that all respondents understood the questions in the same way. Use a closed-ended questions, which makes it easier to measure and compare responses consistently. Trained research assistants who helped with data collection so that they all used the same procedures and asked questions in the same way.

3.8 Data Analysis

Data analysis is the process of examining, cleaning, organizing, and making sense of the data that has been collected. Different methods were used to analyze the quantitative (numerical) and qualitative (word-based) data in this study.

3.8.1 Quantitative Data Analysis

Data from the questionnaires was analyzed using descriptive statistics. Descriptive statistics are simple mathematical methods that summarize and describe the key features of a set of data (Kothari, 2004). Specifically, the researcher used frequencies (how many respondents chose each answer), percentages (the proportion of respondents who chose each answer), means (average scores), and tables and charts to display the results clearly.

3.8.2 Qualitative Data Analysis

Data from the interviews, open-ended questionnaire responses, and observation notes was analyzed using thematic analysis. Thematic analysis is a method of identifying, organizing, and describing patterns or themes that appear in qualitative data (Braun & Clarke, 2006). The researcher read through all the qualitative data carefully, identified recurring ideas and patterns, grouped them into themes, and then used these themes to explain and interpret the findings. The qualitative and quantitative findings were then combined and compared during the final analysis. Where the two types of data agreed with each other, the researcher could be more confident in the findings. Where they disagreed, the researcher discussed the differences and possible reasons for them.

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3.9 Ethical issues

Ethics in research means doing research in a way that is honest, respectful, and fair to all the people involved. This study followed a number of important ethical principles, as recommended by Creswell and Creswell (2018) and the guidelines of the researcher's institution.

3.9.1 Confidentiality and Anonymity

The researcher promised all respondents that their personal information and responses would be kept confidential. Names and identifying details of individual respondents were not recorded or reported in the study. Instead, respondents were identified by codes (for example, "Respondent A" or "Manager 1"). This protected the privacy of respondents and encouraged them to answer questions honestly without fear.

3.9.2 Voluntary Participation

Participation in this study was completely voluntary. Respondents were free to choose whether to participate and could stop participating at any point without giving a reason. The researcher made it clear that declining to participate or withdrawing from the study would have no negative consequences for the individual.

3.9.3 Honesty and Accuracy

The researcher committed to reporting the findings of the study honestly and accurately, without changing or leaving out data in order to make the results look better or worse than they actually were.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the analysis, presentation, and discussion of the findings obtained from the study entitled "An Assessment on the Use of Digital Records Management Systems in Enhancing Public Service Delivery at Bagamoyo District Council." The findings presented in this chapter were obtained through questionnaires, interviews, observation, and documentary review conducted among employees of Bagamoyo District Council. The purpose of this chapter is to analyze and interpret the collected data in relation to the objectives of the study. The findings are presented using frequencies, percentages, tables, and descriptive explanations to facilitate easy interpretation and understanding.

The chapter begins by presenting the demographic information, including gender, age, educational level, and work experience. These characteristics were considered important because they provide background information about the respondents and demonstrate whether the selected respondents possessed adequate knowledge and experience regarding the use of Digital Records Management Systems. after the chapter presents findings concerning the level of use of Digital Records Management Systems, the benefits of using Digital Records Management Systems in enhancing public service delivery, and the challenges affecting the effective implementation and utilization of Digital Records Management Systems within Bagamoyo District Council. The findings presented in this chapter were obtained from 25 respondents, representing the selected sample size of the study. The information collected provides useful evidence on how Digital Records Management Systems contribute to improving efficiency, accountability, transparency, accessibility of information, and overall public service delivery within the council.

4.2 Demographic information

Demographic information was collected to establish the background characteristics of respondents who participated in the study. Understanding respondents' demographic characteristics was important because variables such as gender, age, educational level, and work experience influence respondents' knowledge, perceptions, and experiences regarding the use of Digital Records Management Systems. Furthermore, demographic

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information helps to determine whether the selected respondents were suitable for providing reliable information relevant to the objectives of the study. The demographic information considered in this study included gender, age, educational level, and work experience.

4.2.1 Gender Distribution of Respondents

The first question sought to determine the gender distribution of respondents who participated in the study. Gender distribution was considered important because both male and female employees participate in records management activities within public institutions. Therefore, involving respondents from both genders enabled the researcher to obtain balanced opinions concerning the use of Digital Records Management Systems in enhancing public service delivery. The findings are presented in Table 4.1.

Table 4.1: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	**13**	**52%**
Female	**12**	**48%**
Total	**25**	**100**

Source: Field Data (2026)

Table 4.1 above shows that respondents who involved participated in the study, 13 respondents (52%) were male, while 12 (48%) were female. These findings indicate that both genders were adequately represented in the study, although male respondents constituted a slightly higher proportion than female respondents.

The balanced participation of male and female respondents increased the reliability and credibility of the study because information was collected from employees with different experiences, responsibilities, and perspectives regarding Digital Records Management Systems. Since records management activities involve employees from different departments regardless of gender, the participation of both male and female respondents enabled the researcher to obtain comprehensive information concerning the effectiveness of Digital Records Management Systems in enhancing public service delivery. the findings suggest that the implementation and utilization of Digital Records Management Systems at Bagamoyo District Council is not influenced by gender. Instead, employees from both genders are actively involved in creating, maintaining, storing, retrieving, and managing digital records required for daily administrative activities. Therefore, the participation of both male and female respondents strengthened the quality of information

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collected during the study and contributed significantly to achieving the objectives of the research.

4.2.2 Age Distribution of Respondents

The second question sought to determine the age distribution of respondents who participated in the study. Age was considered an important demographic variable because employees belonging to different age groups may have different levels of experience, technological competence, and familiarity with Digital Records Management Systems. Understanding respondents' age categories therefore enabled the researcher to determine whether the study involved respondents capable of providing reliable information concerning the use of Digital Records Management Systems. The findings are presented in Table 4.2.

Table 4.2: Age Distribution of Respondents

Age Group	Frequency	Percentage (%)
18- 25 years	6	24%
26- 35 years	10	40%
36- 45 years	6	24%
46 and above	3	12%
Total	25	100

Source: Field Data (2026)

Table 4.2 above shows that the majority of respondents who were involved In this study,10 (40%) were aged between 26 and 35 years, 6 (24%) were aged between 18 and 25 years, another 6 (24%) were aged between 36 and 45 years and 3 (12%) were aged 46 years and above.

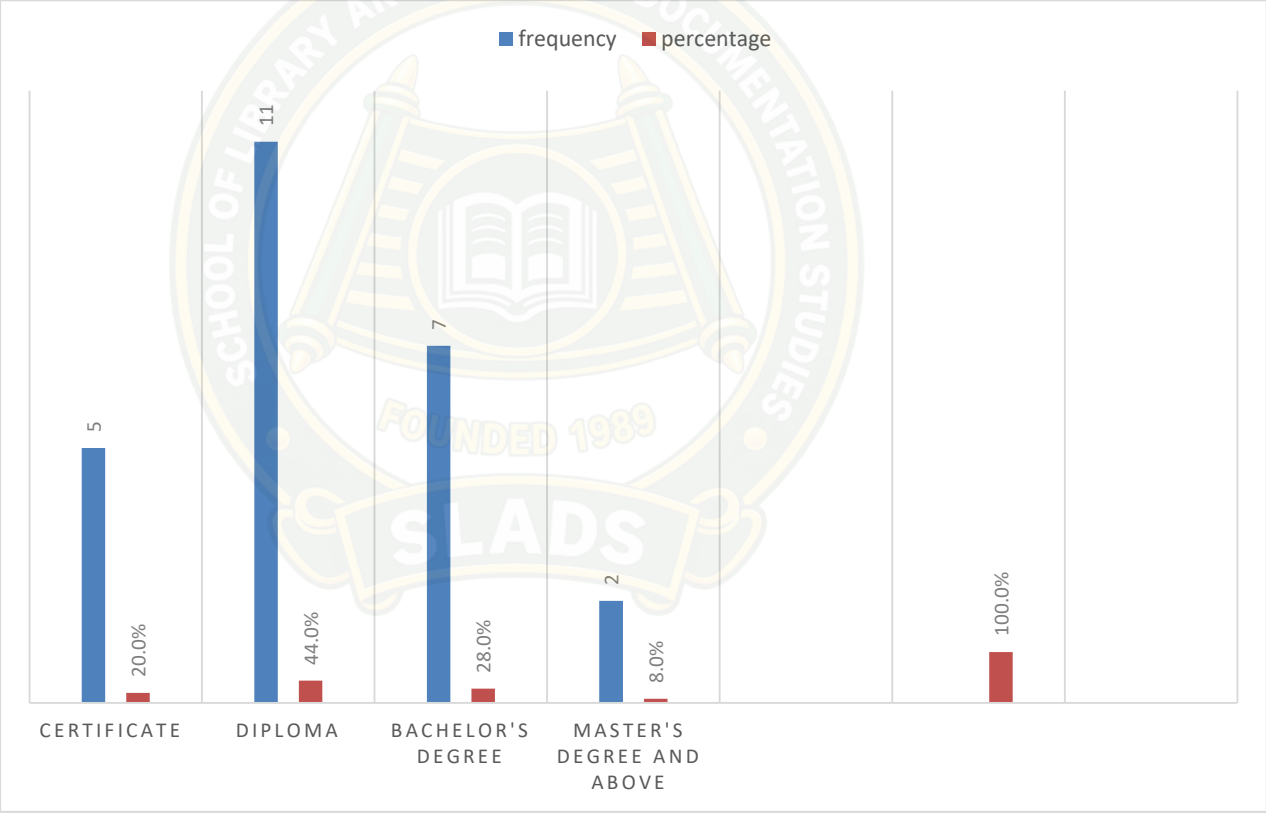
The findings indicate that the majority of respondents belonged to the active working-age group, suggesting that they were directly involved in the day-to-day operation of Digital Records Management Systems within Bagamoyo District Council. Employees within this age category are generally more active in performing administrative duties and are more likely to interact frequently with digital technologies used in managing official records, the participation of respondents from different age groups enabled the researcher to collect diverse views and experiences regarding the effectiveness, benefits, and challenges associated with the implementation of Digital Records Management Systems.

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4.2.3 Education Level of Respondents

The third question sought to determine the educational qualifications of respondents who participated in the study. Educational level was considered an important variable because the effective use of Digital Records Management Systems requires employees to possess adequate academic knowledge and professional skills in records management, information management, and the use of information and communication technologies. Respondents with different educational backgrounds were therefore expected to provide valuable information regarding the implementation and effectiveness of Digital Records Management Systems within Bagamoyo District Council. The findings are presented in Table 4.3 below.

Figure 4.1: Education Level of Respondents



Source: Field Data (2026)

Figure 4.1 above indicate that the majority of respondents, 11 (44%) Diploma, 7 (28%) who had Bachelor's Degrees, while 5 (20%) Certificate qualifications, and 2 (8%) had Master's Degrees and above. The findings indicate that most respondents had adequate educational qualifications to understand and effectively use Digital Records Management Systems in performing their daily responsibilities. The dominance of Diploma and Bachelor's Degree holders suggests that respondents possessed sufficient academic and professional knowledge relating to records management, office administration, and

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information systems. Furthermore, respondents with higher educational qualifications were able to provide comprehensive information regarding the contribution of Digital Records Management Systems to improving efficiency, accountability, transparency, and accessibility of public records. Their educational background also enabled them to identify operational challenges affecting the implementation of digital records systems and propose practical measures for improvement.

4.2.4 Work Experience of Respondents

The fourth question sought to determine the work experience of respondents who participated in the study. Work experience was considered an important demographic characteristic because employees who have worked for different periods within an organization are likely to possess different levels of knowledge, skills, and practical experience regarding the use of Digital Records Management Systems. Employees with longer work experience are generally more familiar with institutional records management practices and are better positioned to assess changes resulting from the adoption of digital technologies. The findings are presented in Table 4.4 below.

Table 4.3: Work Experience of Respondents

Work experience	Frequency	Percentage (%)
Less than 1 year	4	16%
1-3 years	9	36%
4-6 years	7	28%
More than 6 years	5	20%
Total	25	100

Source: Field Data (2026)

Table 4.3 above shows that the majority of respondents who involved in this study, 9 (36%) had work experience ranging from one to three years, 7 (28%) who had worked between four and six years, 5 (20%) had more than six years of work experience and 4 (16%) had worked for less than one year.

The findings suggest that most respondents had sufficient practical experience to provide reliable information regarding the use of Digital Records Management Systems at Bagamoyo District Council. Employees with one to six years of work experience are actively involved in routine administrative activities and therefore possess adequate knowledge concerning records creation, storage, retrieval, classification, and preservation using digital systems respondents with more than six years of work experience contributed valuable institutional knowledge regarding the transition from manual records

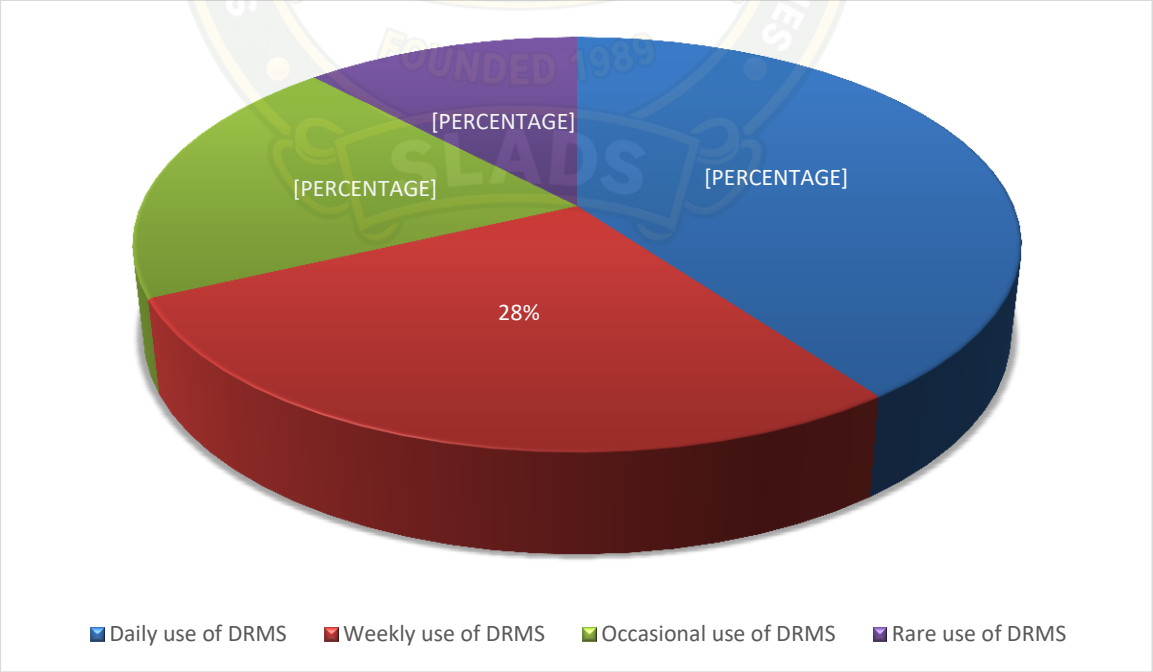
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management practices to Digital Records Management Systems. Their experience enabled the researcher to understand how digital technologies have improved records management processes, increased efficiency, strengthened accountability, and enhanced the quality of public service delivery over time, respondents with shorter work experience provided useful information regarding the current performance of Digital Records Management Systems and the challenges encountered by newly employed staff when using the systems.

4.3 Assessment of the Level of Use of Digital Records Management Systems at Bagamoyo District Council

The first objective of this study sought to assess the level of use of Digital Records Management Systems (DRMS) at Bagamoyo District Council. Understanding the extent to which employees utilize Digital Records Management Systems is important because effective records management depends on the regular use of appropriate digital technologies. The use of Digital Records Management Systems enables organizations to improve records creation, classification, storage, retrieval, sharing, preservation, and disposal, thereby enhancing efficiency in public service delivery. Respondents were therefore asked to indicate how frequently they use Digital Records Management Systems in performing their daily responsibilities. The findings are presented in Table 4.5 below.

Figure 4.2: Level of Use of Digital Records Management Systems



Source: Field Data (2026)

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Figure 4.2 above shows that 10 (40%) reported that they use Digital Records Management Systems on a daily basis, followed by 7 (28%) who indicated that they use the systems weekly. Furthermore, 5 (20%) reported that they use the systems occasionally, while only 3 (12%) indicated that they rarely use Digital Records Management Systems.

The findings suggest that Digital Records Management Systems are widely used at Bagamoyo District Council and have become an integral component of records management activities. The relatively high proportion of respondents who reported daily use of the systems indicates that employees depend on digital technologies when creating, storing, retrieving, processing, and sharing official records required for administrative and service delivery functions. This demonstrates that the council has made considerable progress in integrating information technology into its records management practices. During the interview sessions, respondents explained that Digital Records Management Systems have simplified many records management activities that were previously performed manually, digital systems enable employees to retrieve files within a short period, minimize delays associated with searching for paper files, and improve communication among different departments. Respondents further explained that the availability of digital records has reduced unnecessary duplication of records and improved coordination among employees responsible for delivering public services, respondents reported that Digital Records Management Systems have improved the speed of decision-making because managers are able to access accurate and up-to-date information whenever it is required. This has contributed significantly to improving institutional efficiency and customer satisfaction within Bagamoyo District Council.

4.4 Benefits of Digital Records Management Systems in Enhancing Public Service Delivery

The second objective of the study sought to examine the benefits of Digital Records Management Systems (DRMS) in enhancing public service delivery at Bagamoyo District Council. The use of Digital Records Management Systems has become an important strategy for improving organizational efficiency, accountability, transparency, and accessibility of information within public institutions. Effective management of digital records enables employees to perform their responsibilities more efficiently while ensuring that citizens receive timely and quality public services.

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To achieve this objective, respondents were asked to identify the major benefits they have experienced from using Digital Records Management Systems in their daily activities. The findings are presented in Table 4.6 below.

Table 4.4 Benefits of Digital Records Management Systems in Enhancing Public Service Delivery

Statement	Frequency	Percentage (%)
Faster retrieval of information	8	32%
Improve efficiency in services delivery	6	24%
Improve transparency and accountability	5	20%
Better communication with citizens	4	16%
Improve records security and preservation	2	8%
Total	25	100

Source: Field Data (2026)

Table 4.4 above shows that 8 (32%) identified faster retrieval of information as the greatest benefit of Digital Records Management Systems. Respondents explained that the introduction of digital records has significantly reduced the time required to locate and retrieve official documents compared to the traditional paper-based records management system. Employees are now able to search for information electronically, making service delivery faster and more efficient.

The findings show that 6 (24%) respondents reported that Digital Records Management Systems have improved efficiency in public service delivery. Respondents stated that digital systems simplify records processing by reducing paperwork, minimizing duplication of documents, and facilitating quick sharing of information between departments. Consequently, citizens receive services within a shorter period, thereby improving customer satisfaction and institutional performance. And 5 (20%) indicated that Digital Records Management Systems have improved transparency and accountability within the council. According to respondents, digital systems create electronic records that can easily be traced, monitored, and audited whenever necessary. The findings also reveal that 4 (16%) reported that Digital Records Management Systems have enhanced communication between the council and citizens. Respondents explained that digital technologies facilitate timely exchange of information between employees, departments, and service users. Information can easily be accessed, updated, and shared electronically, reducing unnecessary delays associated with manual communication processes, and 2 (8%) identified improved records security and preservation as one of the important

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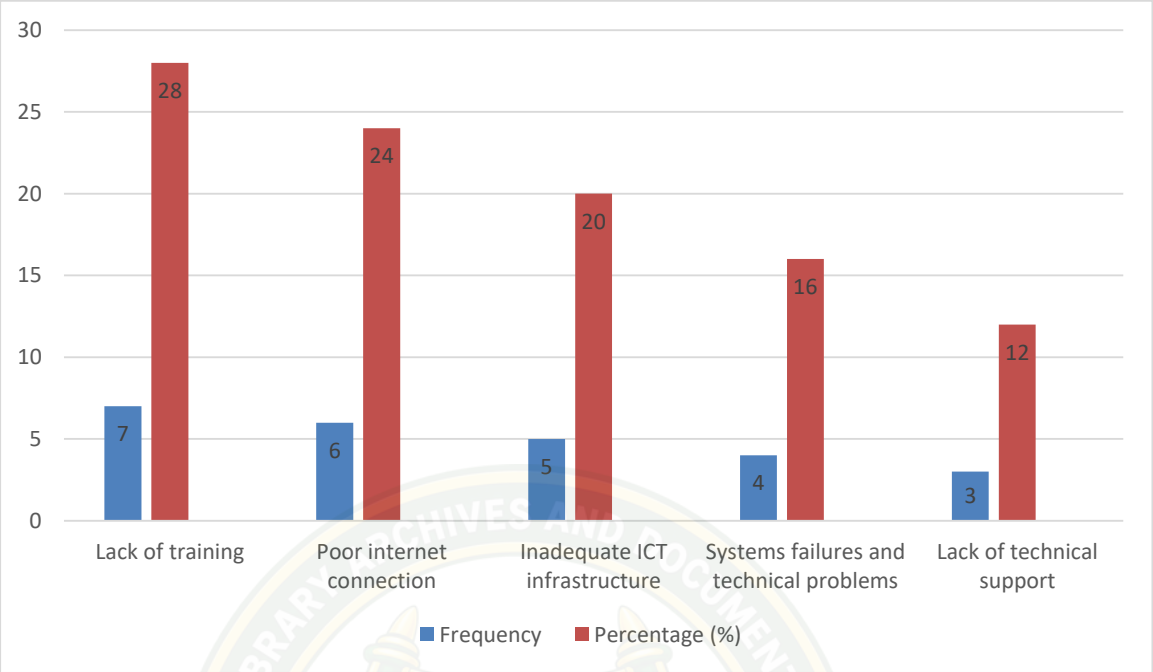
benefits of Digital Records Management Systems. Respondents explained that electronic records are protected through passwords, user access controls, regular backups, and other security mechanisms that reduce the risk of physical loss, unauthorized access, theft, or destruction of important organizational records. Digital preservation also ensures that records remain available for future reference, accountability, and legal purposes.

4.5 Challenges Affecting the Effective Use of Digital Records Management Systems at Bagamoyo District Council

The third objective of this study sought to identify the challenges affecting the effective use of Digital Records Management Systems (DRMS) at Bagamoyo District Council. Although Digital Records Management Systems have significantly improved records management and public service delivery, their successful implementation depends on the availability of adequate technological infrastructure, skilled personnel, financial resources, supportive policies, and continuous technical support. Failure to address these requirements may limit the effectiveness of Digital Records Management Systems and reduce their contribution to organizational performance. To achieve this objective, respondents were asked to identify the major challenges they experience while using Digital Records Management Systems in their daily activities. The findings are presented in Table 4.7 below.

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Figure 4.3: Challenges Affecting the Effective Use of Digital Records Management Systems.



Source: Field Data (2026)

Figure 4.3 above shows that 7 (28%) identified lack of training as the major challenge affecting the effective use of Digital Records Management Systems. Respondents explained that although digital systems have been introduced within the council, not all employees have received adequate training on their operation. Consequently, some employees experience difficulties when creating, storing, retrieving, and managing electronic records. Respondents further stated that inadequate training reduces employees' confidence in using digital technologies and limits the effective utilization of available system functions.

The findings show that 6 (24%) reported poor internet connectivity as another significant challenge. According to respondents, unstable internet services frequently interrupt access to digital records and delay the processing of official documents. Since most Digital Records Management Systems depend on reliable internet connectivity, network interruptions negatively affect service delivery and reduce employee productivity and 5 respondents (20%) identified inadequate ICT infrastructure as a challenge affecting the successful implementation of Digital Records Management Systems. Respondents explained that shortages of computers, scanners, servers, storage facilities, and networking equipment limit employees' ability to use digital systems efficiently. In some

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departments, employees are required to share limited ICT resources, resulting in delays in records processing and reduced organizational efficiency.

The findings also indicate that 4 (16%) respondents experienced system failures and technical problems while using Digital Records Management Systems. Respondents explained that occasional software failures, hardware malfunctions, system downtime, and power interruptions disrupt normal office operations and delay access to important organizational records. Such technical problems affect employee productivity and reduce confidence in the reliability of digital systems. In addition, 3 (12%) respondents identified lack of technical support as one of the challenges affecting the effectiveness of Digital Records Management Systems.

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CHAPTER FIVE

CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER STUDY

5.1 Introduction

This chapter presents the summary of findings, conclusions, recommendations, and areas for further study based on the assessment of the use of Digital Records Management Systems (DRMS) in enhancing public service delivery at Bagamoyo District Council. The chapter summarizes the major findings obtained from the study, draws conclusions based on the findings, and provides recommendations aimed at improving the effectiveness of Digital Records Management Systems in public institutions. In addition, the chapter identifies areas that require further research in order to improve records management practices and public service delivery in Tanzania.

5.2 Summary of Findings

The study assessed the use of Digital Records Management Systems in enhancing public service delivery at Bagamoyo District Council. The study was guided by three specific objectives, namely to determine the level of use of Digital Records Management Systems, to examine the benefits of using Digital Records Management Systems in enhancing public service delivery, and to identify the challenges affecting the effective use of Digital Records Management Systems. The findings on demographic characteristics revealed that both male and female respondents participated in the study. The majority of respondents were male, accounting for 57 percent, while female respondents accounted for 43 percent. This indicates that the study obtained views from both genders, thereby enhancing the reliability and representativeness of the findings. Regarding age distribution, the findings showed that most respondents were between 26 and 35 years of age. This suggests that the majority of respondents were within the active working-age group and were directly involved in records management and public service delivery activities within the council. The findings further revealed that most respondents possessed Diploma and Bachelor Degree qualifications. This indicates that respondents had adequate educational backgrounds and were capable of providing reliable information concerning the use of Digital Records Management Systems and their contribution to public service delivery.

The study also found that most respondents had work experience ranging between one and six years. This implies that respondents had sufficient experience to understand the

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effectiveness, benefits, and challenges associated with the use of Digital Records Management Systems. Regarding the first objective, the study found that Digital Records Management Systems were widely used at Bagamoyo District Council. The majority of respondents indicated that they used the systems on a daily basis, while others used them weekly. The findings suggest that digital records systems have become important tools for managing information and supporting administrative activities within the council. Concerning the second objective, the study established that Digital Records Management Systems provide several benefits in enhancing public service delivery. The major benefits identified included faster retrieval of information, improved efficiency in service delivery, increased transparency and accountability, improved communication with citizens, and enhanced records security and preservation. These findings demonstrate that digital records systems contribute significantly to improving the quality and effectiveness of public services. With regard to the third objective, the study found that several challenges affect the effective use of Digital Records Management Systems. The major challenges identified were lack of training, poor internet connectivity, inadequate ICT infrastructure, system failures and technical problems, and lack of technical support. These challenges were found to affect the efficiency and effectiveness of digital records management practices within the council. Overall, the findings indicate that Digital Records Management Systems play an important role in improving records management and enhancing public service delivery. However, addressing existing challenges is necessary to ensure maximum benefits from the systems.

5.3 Conclusion

Based on the findings of the study, it can be concluded that Digital Records Management Systems play a significant role in enhancing public service delivery at Bagamoyo District Council. The systems have improved the management of records by facilitating quick storage, retrieval, sharing, and preservation of information. As a result, employees are able to perform their duties more efficiently, and citizens receive services more quickly and effectively. The study further concludes that Digital Records Management Systems contribute to improved transparency and accountability within public institutions. The availability of digital records enables organizations to track activities, monitor transactions, and maintain reliable information for decision-making purposes. This strengthens institutional accountability and promotes public trust in government services. The study also concludes that the effectiveness of Digital Records Management Systems

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depends on the availability of adequate resources, including ICT infrastructure, internet connectivity, technical support, and skilled personnel. Without these requirements, the performance of digital records systems may be negatively affected, resulting in reduced efficiency and poor service delivery. Furthermore, the study concludes that although Bagamoyo District Council has made considerable progress in adopting Digital Records Management Systems, several challenges continue to hinder their effective utilization. These challenges include inadequate training, poor internet services, insufficient ICT facilities, and technical problems.

5.4 Recommendations

5.4.1 Provision of Regular Training Programmed

The study recommends that Bagamoyo District Council should establish and implement regular training programs for all employees involved in records management activities. The findings of this study revealed that although Digital Records Management Systems have been adopted within the council, some employees still face challenges in effectively utilizing the systems due to inadequate technical skills and limited knowledge of digital records management practices. Lack of sufficient training may result in improper handling of records, delays in information retrieval, data entry errors, and underutilization of system capabilities. Training programs should focus on enhancing employees' understanding of electronic records creation, classification, storage, retrieval, security, preservation, and disposal procedures. Such programs should also cover emerging technologies and current trends in digital records management to ensure that employees remain competent in performing their duties within a rapidly changing technological environment. Furthermore, management should organize seminars, workshops, conferences, and refresher courses regularly to strengthen staff competencies and improve their ability to use Digital Records Management Systems effectively. Through continuous capacity building, employees will become more confident and efficient in managing records, thereby improving organizational performance and enhancing the quality of public services delivered to citizens. Regular training will also contribute to reducing operational errors, increasing productivity, and ensuring compliance with records management policies and standards.

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5.4.2 Improvement of ICT Infrastructure

The study further recommends that Bagamoyo District Council should allocate adequate financial and material resources towards improving ICT infrastructure necessary for supporting Digital Records Management Systems. Effective management of digital records depends heavily on the availability of modern technological facilities capable of facilitating efficient records creation, storage, processing, retrieval, and dissemination. The findings revealed that inadequate ICT facilities can hinder the effective operation of digital systems and negatively affect service delivery. Therefore, the council should invest in modern computers, servers, storage devices, backup systems, scanners, networking equipment, and records management software applications. Existing equipment should be upgraded regularly to meet technological requirements and accommodate the increasing volume of digital records generated by the institution. Improved ICT infrastructure will increase system reliability, reduce technical failures, improve records accessibility, and facilitate timely retrieval of information. It will also support faster communication among departments and enable employees to perform their responsibilities more effectively. Ultimately, enhanced ICT infrastructure will contribute significantly to organizational efficiency, accountability, transparency, and improved public service delivery.

5.4.3 Improvement of Internet Connectivity

The study recommends that Bagamoyo District Council should ensure reliable, stable, and high-speed internet connectivity throughout the institution. Since Digital Records Management Systems depend on network connectivity for accessing, sharing, and retrieving information, uninterrupted internet services are critical for ensuring smooth system operations. The findings indicated that poor internet connectivity may lead to delays in accessing records, interruptions during system usage, reduced employee productivity, and dissatisfaction among service users. Such challenges negatively affect institutional efficiency and limit the ability of employees to provide timely services to citizens. To address this challenge, the council should collaborate with internet service providers to secure reliable internet services and establish alternative network solutions that can serve as backups during network failures. Regular monitoring of network performance should also be conducted to identify and resolve connectivity problems promptly. Reliable internet connectivity will improve information accessibility, facilitate communication, enhance employee productivity, and contribute to effective service delivery within the council.

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5.4.4 Strengthening Technical Support Services

The study recommends that Bagamoyo District Council should strengthen technical support services to ensure continuous and efficient operation of Digital Records Management Systems. The successful implementation of digital systems depends not only on technology but also on the availability of technical expertise capable of maintaining and troubleshooting system-related challenges. The findings revealed that technical problems such as software failures, hardware malfunctions, network disruptions, and system downtime can significantly affect records accessibility and organizational performance. In the absence of effective technical support, such challenges may persist for long periods, resulting in delays in service delivery and reduced user confidence in the system. The council should therefore establish a dedicated ICT support unit staffed with qualified and experienced personnel responsible for monitoring system performance, conducting preventive maintenance, and providing timely assistance to users experiencing technical difficulties. Regular system upgrades, software updates, and equipment maintenance should also be prioritized to ensure optimal performance of Digital Records Management Systems. Strengthening technical support services will enhance system reliability, minimize operational disruptions, improve employee confidence, and promote efficient delivery of public services.

5.4.5 Strengthening Records Management Policies and Procedures

The study recommends that Bagamoyo District Council should strengthen records management policies, guidelines, and operational procedures governing the use of Digital Records Management Systems. Effective policies provide a framework for ensuring that records are created, maintained, stored, accessed, protected, and disposed of in accordance with established standards and legal requirements. The findings suggest that the effectiveness of Digital Records Management Systems can be compromised when policies are outdated, poorly implemented, or not fully understood by employees. Weak policy implementation may expose records to risks such as unauthorized access, data loss, misuse of information, and non-compliance with legal and regulatory requirements. Management should therefore review existing records management policies regularly and update them to reflect technological developments and institutional needs. Employees should also be sensitized on the importance of policy compliance through awareness programs and training initiatives. In addition, regular monitoring and evaluation should be conducted to assess compliance levels and identify areas requiring improvement. Strong

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records management policies will promote accountability, transparency, information security, and effective management of institutional records.

5.5 Areas for Further Study

Although this study successfully assessed the use of Digital Records Management Systems in enhancing public service delivery at Bagamoyo District Council, it was limited in terms of geographical coverage, scope, and variables investigated. Therefore, there is a need for further studies to generate additional knowledge and provide a broader understanding of digital records management practices in public institutions. The following areas are recommended for future research:

5.5.1 Impact of Digital Records Management Systems on Organizational Performance

Future researchers should conduct studies to examine the impact of Digital Records Management Systems on overall organizational performance in public institutions. While the current study focused primarily on public service delivery, organizational performance encompasses a wider range of aspects including productivity, efficiency, effectiveness, accountability, transparency, employee performance, and institutional competitiveness.

The adoption of Digital Records Management Systems is expected to influence organizational operations by improving information accessibility, reducing administrative delays, facilitating timely decision-making, and enhancing communication among departments. However, there is still limited empirical evidence demonstrating the extent to which these systems contribute to overall institutional performance within public sector organizations. Future studies should therefore investigate the relationship between digital records management and organizational outcomes by employing quantitative and qualitative research approaches. Such studies may compare institutional performance before and after system implementation or assess performance indicators across institutions with different levels of digital records management maturity. Findings from such studies will provide policymakers and public administrators with valuable information for improving institutional performance through effective records management practices.

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5.5.2 Assessment of Digital Records Security in Public Institutions

Future research should focus on assessing the effectiveness of security measures used to protect digital records within public institutions. As organizations increasingly depend on digital systems for storing and managing information, concerns regarding information security continue to grow significantly. Digital records are vulnerable to numerous threats including unauthorized access, cyber-attacks, hacking, data breaches, malware infections, accidental deletion, system failures, and natural disasters. These threats may compromise the confidentiality, integrity, and availability of information, leading to serious operational, legal, and reputational consequences for public institutions. Therefore, future studies should investigate existing security mechanisms such as access controls, authentication systems, encryption technologies, backup procedures, disaster recovery plans, cybersecurity policies, and user awareness programs. Researchers may also evaluate the preparedness of public institutions in responding to emerging cybersecurity threats affecting digital records. Findings from such studies will assist institutions in strengthening records security frameworks and ensuring the protection of critical government information assets.

5.5.3 Challenges of Digital Transformation in Records Management

Future researchers should conduct studies focusing on the broader challenges associated with digital transformation in records management. Although digital transformation offers significant benefits in terms of efficiency, accessibility, and service improvement, many organizations continue to encounter various obstacles during implementation and utilization of digital systems. These challenges may include inadequate financial resources, resistance to organizational change, shortage of skilled personnel, insufficient ICT infrastructure, unreliable internet connectivity, lack of management support, inadequate training opportunities, and weak policy implementation frameworks. Such factors may limit the successful adoption and sustainability of Digital Records Management Systems. Future studies should explore how these challenges affect digital transformation initiatives and identify effective strategies that institutions can employ to overcome them. Researchers may also examine differences in digital transformation experiences among various categories of public institutions. Findings from such studies will contribute to the development of practical solutions that support successful implementation of digital records management programs.

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5.5.4 Comparative Study of Digital Records Management Systems in Public Institutions

The current study was conducted specifically at Bagamoyo District Council, and therefore the findings may not necessarily reflect the experiences of all public institutions in Tanzania. Future researchers should therefore undertake comparative studies involving multiple public institutions to identify similarities, differences, best practices, and common challenges associated with the implementation of Digital Records Management Systems. Comparative studies may involve local government authorities, ministries, departments, agencies, educational institutions, healthcare facilities, and other public organizations. Researchers may assess factors such as system effectiveness, employee competencies, technological infrastructure, policy implementation, user satisfaction, and organizational outcomes. Such comparative analyses will provide broader insights into the effectiveness of Digital Records Management Systems across different institutional settings. Furthermore, the findings may facilitate the identification of successful implementation models and best practices that can be replicated by other public institutions seeking to improve records management and service delivery.

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APPENDEX I

QUESTIONNAIRE FOR STAFF

Dear Respondent

My name is MAYUNGA RAJABU RASHID a student at the school of library archives and documentation studies (SLADS) Bagamoyo, studying an ordinary diploma course in records and archives management I am carrying out study on **" AN ASSESSMENT ON THE USE OF DIGITAL RECORDS MANAGEMENT SYSTEM IN ENHANCING PUBLIC SERVICE DELIVERY IN PUBLIC INSTITUTIONS" at** Bagamoyo district council. Questions which are provided in questionnaire forms by making a tick and answer in the space provided and return to a researcher. The data collected and information obtained through this questionnaire will be treated as confidential and will be used for academic purpose only.

Instruction

Please tick (✓) the appropriate answer in the bracket or comments in the space provided to the best of your knowledge. Thank you for your time and cooperation.

Demographic Information

1.What is your Gender?

a) Male [ ]

b) Female [ ]

2. Age

a)18–25 [ ]

b) 26–35 [ ]

c) 36–45 [ ]

d) 46 and above [ ]

3. What is your education Level?

a) Certificate [ ]

b) Diploma [ ]

c) Bachelor Degree [ ]

d) Master Degree and above [ ]

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4 What is your Work Experience?

a) Less than 1 year [ ]

b)1–3 years [ ]

c) 4–6 years [ ]

d) More than 6 years [ ]

5.Does your institution use a Digital Records Management System?

a) Yes [ ]

b) No [ ]

6. If yes, how often do you use the system?

a) Daily [ ]

b) Weekly [ ]

c) Occasionally [ ]

d) Rarely [ ]

7. What type of records are managed digitally in your institution

a) Administrative records [ ]

b) Financial records [ ]

c) Personnel records [ ]

d) Correspondence records [ ]

e) All of the above [ ]

8. How easy is it to access digital records in the system?

a) Very easy [ ]

b) Easy [ ]

c) Difficult [ ]

9. Digital records management systems help to improve efficiency in service delivery?

a) Yes [ ]

b) No [ ]

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10. The use of digital records reduces the time needed to retrieve information?

a) Yes [ ]

b) No [ ]

11. Digital records management systems improve transparency and accountability in public institutions?

a) Yes [ ]

b) No [ ]

12. Digital records management helps to improve communication with the public?

a) Yes [ ]

b) No [ ]

13. Does your institution provide training on the use of digital records systems?

a) Yes [ ]

b) No [ ]

14. Do you think more training is needed to improve the use of digital records systems?

a) Yes [ ]

b) No [ ]

15. What types of records do you usually manage using digital systems, and how do you handle

them?.....

.....

16. What challenges do you face when using the Digital Records Management System?.....

.....

17. What suggestions do you have to improve the use of Digital Records Management Systems in public institutions? .....

.....

.....

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APPENDEX II

INTERVIEW GUIDE

Dear respondent

I am a finalist year student at college of school of library, archives and documentation studies at Bagamoyo Campus Tanzania. As a party of my Ordinary Diploma, I am conducting a research entitled "An Assessment on the Use of Digital Records Management Systems in Enhancing Public Service Delivery in Public Institutions: A Case of Bagamoyo District Council." The purpose of this interview is to collect information on the use of Digital Records Management Systems (DRMS) and how they contribute to public service delivery. I kindly request your contribution to the title. I will appreciate it if you could spare some time to complete the following interview guides. The researcher will treat any information obtained in connection with this study with high level of confidentiality.

1. What types of records are managed through the systems?
2. What are the main activities performed using the system?
3. In your opinion, how has the Digital Records Management System improved public service delivery?
4. What measures should be taken to improve the effective use of digital records management systems?
5. What challenges does your institution face in using the Digital Records Management System?
6. What recommendations would you give to improve digital records management and enhance public service delivery?

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APPENDEX III

BUDGET DETAILS

S/N	DETAILS	AMOUNT IN TSH.
01.	2 ream papers	22,000/=
02.	Typing and printing research proposal and report	160,000/=
03	Meals and accommodation	30,000/=
04.	Binding cost	75,000/=
05.	Daily expenses	25000/=
06.	Transport expenses	100,000/=
	TOTAL	412,000/=

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APPENDEX IV

TIME SCHEDULE SHOWING.

DURING RESEARCH WORK

ACTIVIES	1st MONTH	2nd MONTH	3rd MONTH	4th MONTH	5th MONTH	6th MONTH
Writing of proposal						
Submission of proposal						
Collection of data from the field through questionnaires						
Data processing and interpretation ready for report drafting						
Preparation of the first draft report						
Submission of the report at SLADS						

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APPENDEX IV

LETTER APPROVAL

JAMHURI YA MUUNGANO WA TANZANIA

OFISI YA WAZIRI MKUU
TAWALA ZA MIKOA NA SERIKALI ZA MITAA
HALMASHAURI YA WILAYA BAGAMOYO

Unapojibu tafadhali taja ·

Kumb Na. JB.311/375/01/342 **Tarehe:** 07 Mei, 2026

Mkuu wa Chuo,
Chuo cha Utunzaji na Uhifadhi Nyaraka,
Ukuni,
Block S,
Plot 96,
S.L.P 227,
BAGAMOYO-PWANI.

Yah: **RUHUSA YA KUFANYA UTAFITI NDUGU MAYUNGA R. RASHIDI.**

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakiri kupokea barua yenye Kumbu Na. **DA.201/457/VOL/1/20** ya tarehe **25 Februari, 2026** yenye somo tajwa hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa hapo juu ameruhusiwa kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika **Idara ya Utawala na Rasilimali watu** katika mada **"An assessiment in the use ofa digital record management system in enhancing Public Service derivery in Public institution"** kwa kipindi cha kuanzia tarehe **01 Aprili, 2026** hadi tarehe **11 Mei, 2026.**

4. Namtakia Utafiti mwema.

Shauri Selenda
MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO.

MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO
S.L.P. 59
BAGAMOYO

Nakala: Mkuu wa Idara,
Idara ya Utumishi na Utawala,
Halmashauri ya Wilaya,
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BAGAMOYO.

Barua zote ziandikwe kwa Mkurugenzi Mtendaji (W)
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