SCHOOL OF LIBRARY, ARCHIVES AND DOCUMENTATION STUDIES BAGAMOYO - (SLADS)

RESEARCH REPORT

EXAMINE THE CHALLENGES AND BARRIERS TO EFFECTIVE DIGITAL RECORDS MANAGEMENT IN PUBLIC INSTITUTIONS. A CASE STUDY OF BAGAMOYO DISTRICT COUNCIL.

BY

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A Research Report submitted to the School of Library, Archives and Documentation studies (SLADS). Submitted in Partial Fulfillment of the Requirements for the Award of Ordinary Diploma in Records and Archives Management

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CERTIFICATION

The undersigned certify that he has read and hereby recommended for acceptance by the School of Library, Archives and Documentation Studies Research report entitled ***"Examine the challenges and barriers to effective digital records management in public institutions "*** as a partial fulfillment of the requirements for the award of Ordinary Diploma in Library, records and information studies

Signature

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I Wilson Hoja Wilson, declare that this report is my own original work and that it has not been presented and not be presented to any other Ordinary Diploma or any other award.

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DEDICATION

I dedicate this research work to my parents and relatives who gave me financial and psychological support.

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ACKNOWLEDGEMENT

This research report would not have been possible without the cooperation and help of many people. Firstly, I would like to thank Almighty GOD for his creation and survival in this World, and giving me this opportunity to get Education in this college

Also, I would like to convey my sincere thanks to the school of library, Archives and Documentation Studies (SLADS), Administration for making sure that I conduct this study well

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May the Almighty GOD Bless them all

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ABSTRACT

. This study examined the challenges and barriers to effective digital records management in public institutions, using Bagamoyo District Council as a case study. The study was conducted to assess the factors affecting the management, storage, accessibility, security, and preservation of digital records within public institutions. A descriptive research design was employed, and data were collected from records management officers, information technology staff, and other employees through questionnaires and interviews. The study involved a sample of 25 respondents selected through simple random and purposive sampling techniques.

The findings revealed that effective digital records management is hindered by several challenges, including inadequate ICT infrastructure, insufficient staff training, limited financial resources, weak internet connectivity, lack of clear policies and guidelines, cybersecurity threats, and resistance to technological change among employees. The study further found that these challenges negatively affect the accessibility, reliability, security, and long-term preservation of digital records, thereby reducing organizational efficiency and service delivery.

The study concludes that despite the increasing adoption of digital technologies in public institutions, significant barriers still limit the effectiveness of digital records management systems. The study recommends that public institutions invest in modern ICT infrastructure, provide regular staff training, strengthen cybersecurity measures, allocate adequate budgets for digital records management, and establish clear policies and procedures to support effective digital records practices. Implementing these recommendations will enhance records accessibility, accountability, transparency, and overall institutional performance in public sector

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LIST OF ABBREVIATION

ICT	Information Communication Technology
SLADS	School of Library, Archive and Documentation Studies
EDMS	Electronic Documents Management System
RMA	Records Management Assistant

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CONTENTS

CERTIFICATION i

DECLARATION AND COPYRIGHT ii

DEDICATION iii

ACKNOWLEDGEMENT iv

ABSTRACT v

LIST OF ABBREVIATION vi

LIST OF TABLES ix

CHAPTER ONE 1

INTRODUCTION AND BACKGROUND OF THE STUDY 1

1.0. Introduction 1

CHAPTER TWO 7

LITERATURE REVIEW 7

CHAPTER THREE 15

RESEARCH METHODOLOGY 15

3.0. Introduction 15

4.3. The rate of accessing records using the Digital Records Management Systems (N=25). 26

4.5 Staff Skills in Managing Digital Records Systems (N=25) 28

4.6. Human Resource Challenges Affecting Digital Records Management (N=25) 29

4.7 Solutions to the human resource challenge affecting digital records management 29

5.1.6. Technological Problems Affecting Digital Records Management. 33

5.1.7. Staff Skills in Managing Digital Records Systems 33

5.1.8. Human Resource Challenges Affecting Digital Records Management 33

SLADS Research Hub · SLADS/2026/00045 · repository.slads.sc.tz

5.1.9. Solutions to the human resource challenge affecting digital records management u 33

5.3. Recommendation.....35

5.3.1. Improve ICT Infrastructure. 35

5.3.2. Implement a Unified EDMS. 35

5.3.3. Conduct Regular Training. 35

5.3.4. Recruit Adequate IT Support Staff. 35

5.3.5. Develop and Enforce Clear Digital Records Management Policy. 36

5.4 Area for Further Study. 36

APPENDIX I.....37

APPENDIX II 40

TIME SCHEDULE 42

APPENDIX V 48

LETTER OF APROVER OF DFATA COLLECTION 48

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LIST OF TABLES

Table 4.1 Demographic Characteristics of Respondents……23

Table 4.2 Level of ICT Infrastructure at Bagamoyo District Council…….24

Table 4.3 Awareness of Digital Records Management Policies……...24

Table 4.4 Technological Problems Facing Digital Records Management…….25

Table 4.5 Human Resource Challenges in Digital Records Management……..26

Table 4.6 Legal and Policy Challenges in Digital Records Management……26

Table 4.7 Staff Skills in Managing Digital Records Systems……29

Table 4.8 Financial Challenges in Digital Records Management……29

Table 4.9 Strategies to Improve Digital Records Management……30

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0. Introduction

This section presents background of the study, statement of the problem, purpose of the study with the main aim and specific objectives of the study. It also presents the scope of the study, research questions or hypotheses, and limitations of the study.

1.1. Background of the Study

The shift from paper-based to digital records management is essential for enhancing efficiency, transparency, and accountability in public institutions. The government has prioritized digitizing operations to improve public service delivery and reduce fraud, yet many institutions struggle to transition effectively.

Digital records management refers to the process of organizing, storing, and tracking important information in a digital format. It involves managing digital records throughout their lifecycle, from creation to disposal, ensuring easy access, security, and compliance with regulations (ISO 15489, 2016). Records are regarded as important resources that help to support and provide evidence of transactions in an organization. According to (Kemoni, 2015) added that records support effective transparency and accountability in decision-making process thus contributing to national development.

In developed countries, such as United State and UK, they have been managing digital records for a long time. They have good technology, clear laws, and skilled staff to handle it. For example, in the US, there's a law that says government agencies must allow electronic records and signatures, making it easier to go digital. However, even in these advanced contexts, challenges remain, including resistance to change from traditional practices, it's hard to manage a lot of digital information and the need for new skills and competencies among staff to operate digital systems effectively.

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Similarly, experiences from the UK show that transitioning large public institutions such as national health services to electronic systems requires careful planning, attention to legal compliance, and addressing staff capacity. This highlights that even where technological infrastructure exists, organizational change and adherence to privacy and security standards continue to be key issues. These global examples show that digital records management is not just a technological change, but it's about people, policies, and culture too.

In Africa, studies reveal common barriers that hinder effective digital records management in public institutions. In Eastern and Southern Africa, barriers include inadequate technological infrastructure, limited financial resources, insufficient staff training, weak implementation of digital records management policies and standards, resistance to change from paper-based systems, and concerns about data security.

For example, in broader East African region, researchers have reported that many government agencies still rely on manual or outdated systems, which slows progress toward electronic records adoption (Mnjama, 2019). The lack of strong policies that cover electronic records, limited enforcement of existing regulations, and shortages of skilled personnel have also been documented as key constraints. Similar challenges are reported in other African public sector contexts such as local governments, where unreliable internet access, inadequate IT expertise, lack of top management support, and insufficient funds have limited the use of e-record keeping systems. These regional insights highlight that structural and organizational factor intersect to create barriers in digital records management across many African public institutions.

In Tanzania, efforts to implement electronic records management have been slower than expected despite government policies aimed at promoting electronic government (e-government) initiatives (Kamatula, 2020). In particular, studies within public offices reveal that factors such as a shortage of competent staff, weak implementation of policies and standards, and limited budgets for training and technology support contribute to the slow adoption of electronic records management systems.

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These challenges are pertinent for large agencies such as the Bagamoyo District Council, which processes large volumes of records and data and is expected to maintain high levels of accuracy and accessibility. In a specific context like Bagamoyo District, these challenges may be even more pronounced due to constraints in resources, lower levels of IT infrastructure, and varying levels of staff capacity. Hence, this study will focus on identifying and analyzing the specific barriers to effective digital records management at Bagamoyo District Council to provide insights that can improve policy implementation, organizational readiness, and practical solutions.

1.2. Statement of the study

Despite Tanzania's policy commitments to e-Government and digital transformation, public institutions continue to struggle with effective digital records management. While frameworks such as the Public Records and Archives Management Act (2002) and National ICT Policy (2023) exist, their implementation remains weak and inconsistent.

Recent studies reveal persistent challenges across public institutions: technical barriers including inadequate infrastructure and system integration (Maturo, 2025), human factors such as staff resistance and limited expertise (Payowela, 2024), and organizational issues including poor funding and weak management support (Hassan, 2024). These challenges result in compromised data integrity, poor records retrieval, delayed service delivery, and diminished public trust (Manjoti, 2025). This study aims to fill this gap by examining these challenges and barriers to effective digital records management in public institutions, identifying the key factors that contribute to their success or failure, and providing recommendations for improvement.

Therefore, this study seek to examine the specific challenges and barriers to effective digital records management at Bagamoyo District council

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1.3. Purpose and objective of the study

1.3.1 General objective

To examine the challenges and barriers to effective digital records management in public institutions.

1.3.2 Specific objectives

1. To identify the current state of digital records management practices in public institutions at Bagamoyo District Council.
2. To determine the extent to which technological factors act as barriers to effective digital records management in public institutions at Bagamoyo District Council.
3. To analyze the impact of human resource factors on the management of digital records in public institutions at Bagamoyo District Council.

1.4 Research questions

1. What is the current state of digital records management practices in public institutions at Bagamoyo District Council?
2. What is the extent to which technological factors (such as lack of infrastructure or skilled personnel) act as barriers to effective digital records management in public institutions at Bagamoyo District Council?
3. What is the impact of human resource factors (such as inadequate training, staffing levels, and staff attitudes) on the management of digital records in public institutions at Bagamoyo District Council?

1.5. Significance of the study

This study on "Examining the challenges and barriers to effective digital records management in public institutions" is significant because it aims to improve how

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government offices manage important digital information. Effective digital records management is crucial for transparency, accountability, and efficient service delivery (Ngo, 2020). By identifying the challenges and barriers, this study will help policymakers, record managers and institutional leader develop targeted solutions to overcome them. The findings will also contribute to the existing body of knowledge on digital records management in, informing strategies for better management of digital records (Mutsigiri, 2022). Ultimately, this study seeks to enhance accountability, transparency, and efficiency in public institutions, benefiting citizens and stakeholders alike.

1.6. Scope of the Study

This study will focus at public institutions at Bagamoyo District Council, specifically, the study aims to examine the challenges and barriers to effective digital records management in public institutions, the study will involve records management assistant (RMA) , administration officers and IT personnel.

1.7. Limitation of the study

In conducting this study, some limitations are expected to be occurred as;

1.7.1 Inadequate of fund

Budget allocated for this study may not be enough to cover all the necessary costs. In order to overcome this challenge, the researcher used sustainable budget to accomplish the study and ensure every penny budget is used for the purpose and for the most important things only.

1.7.2 Lack of experience

Experience is considered as a limitation because a researcher had no prior experience in conducting research, as this was their first time undertaking a research study. Therefore,

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the researcher expected to receive guidance and support from a supervisor and other individuals experienced in conducting research.

1.8 Definition of key terms

Records

Records is the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use, and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records (ISO 15489-1:2016).

Records management

Is the control and maintenance of both digital and hard copy documentation of transactions and business activity, also known as records. This includes the creation, identification, storage, retrieval, archiving and disposal disposition of such records (Ivins, 2022).

Digital records management

refers to the process of organizing, storing, and tracking important information in a digital format. It involves managing digital records throughout their lifecycle, from creation to disposal, ensuring easy access, security, and compliance with regulations (ISO, 2016).

EDMS; Electronic Document Management System

Refer to a computerized system used to capture, store, secure, retrieve, and manage electronic documents and records throughout their lifecycle in an organization (ISO,2016).

ICT. Information and Communication Technology

Refers to the technologies used to create, store, process, retrieve, transmit, and manage information digitally it includes hardware, software and digital services (ISO,2016)

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents history from literature survey, the existing systems, limitations of existing system, research gap, proposed systems, components of proposed systems and the chapter summary.

2.0.1 History from literature survey

Digital records management refers to the process of creating, storing, organizing, and retrieving records in electronic form so that information can be easily accessed and used in an organization. The idea of managing records digitally started to grow with the development of Information and Communication Technology (ICT) and the introduction of e-government systems in many countries. Governments began adopting digital records management systems to improve efficiency, transparency and accountability in public institutions., the government has also promoted the use of ICT and electronic systems to improve public administration and service delivery (Newa, 2019). However, literature shows that despite these efforts, many public institutions still depend largely on paper-based records or a mixture of paper and electronic systems. This situation makes it difficult to manage records effectively and to access information quickly when needed.

Several studies on records management explain that the transition from paper records to digital records has been slow due to different challenges. Researchers have identified problems such as lack of skilled personnel, limited ICT infrastructure, inadequate funding and weak implementation of policies and standards related to electronic records management (Payowela, 2024). These challenges reduce the effectiveness of digital records systems and affect transparency, accountability, and decision-making in public institutions. For example, studies conducted in public organizations found that many institutions still lack proper systems, legal frameworks, and trained staff to manage

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electronic records effectively. Therefore, it is important to study the barriers affecting digital records management in specific institutions such as the Bagamoyo District Council in order to understand the challenges and find ways to improve records management practices (Kamatula, 2018).

2.1 The Existing System

The existing system of digital records management in many public institutions, including the Bagamoyo District Council, is largely characterized by a hybrid approach that combines both paper-based and electronic record systems. Studies show that a large proportion of government records are still kept in physical files while only a small portion is managed digitally due to limited infrastructure, inadequate ICT systems, and insufficient implementation of electronic records management policies. As a result, registries often use filing cabinets, shelves, and simple computer storage systems, which makes information retrieval slow and inefficient. Furthermore, the absence of well-integrated digital records systems and lack of clear standards for electronic records management hinder effective implementation in public institutions. This situation demonstrates that the existing system is still developing and has not fully transitioned to modern digital records management practices (Newa & Mwantimwa, 2019)

2.1.1 Limitations of Existing Systems

Inadequate ICT Infrastructure

One of the major limitations of the existing digital records management system in many public institutions is inadequate ICT infrastructure. Many government offices still lack reliable computers, servers, digital storage facilities, and stable internet connections needed to support electronic records management systems. Because of this limitation, institutions often depend on manual or semi-digital systems, which slow down the process of storing, retrieving, and sharing information. This situation reduces the efficiency of records management and may lead to delays in decision-making and service delivery in public institutions such as the Bagamoyo District Council. Studies show that weak

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technological infrastructure remains a key barrier to implementing effective electronic records management (Kamatula, 2018).

Lack of Skilled Personnel and Training

Another limitation of the existing system is the shortage of trained staff with knowledge and skills in digital records management. Many employees in public institutions are not adequately trained in the use of electronic records management systems, which affects the proper handling, storage, and retrieval of digital information. Without sufficient skills, staff may misuse systems, fail to follow proper procedures, or continue relying on traditional paper-based methods. Research shows that the absence of qualified personnel and limited training opportunities significantly affect the implementation of electronic records management systems in public sector organizations (Newa & Mwantimwa, 2019).

Weak Policy Implementation and Limited Institutional Support

Weak implementation of records management policies and standards is also a major limitation of existing systems in many public institutions. Although the government has established guidelines and policies through the Records and Archives Management Department (RAMD), many institutions do not fully follow these standards. Lack of institutional support, poor enforcement of regulations, and limited funding make it difficult to implement proper electronic records management systems. As a result, records management practices remain inconsistent and ineffective in some public organizations. Studies indicate that weak policy implementation and insufficient organizational readiness slow down the adoption of digital records management systems (Tekle, 2024).

2.1.2. Human Resource Challenge in Digital Record Management

Apart from technological problems, human resource factors also play a significant role in hindering effective digital records management in public institutions. Human resource refers to the people, skills, knowledge and training required to manage digital records systems effectively.

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One of the major human resource challenges is lack of staff training and capacity building. Many employees in public institutions have not received adequate training on how to use Electronic Records Management Systems. As a result, they lack the necessary skills to create, store, retrieve and preserve digital records properly (Payowela, 2024). This leads to misuse of systems and continued reliance on paper-based methods.

Another challenge is shortage of qualified records management personnel and IT support staff. Most public institutions, including district councils, have few Records Management Assistants and IT personnel compared to the volume of work. This shortage causes delays in processing records and poor maintenance of digital systems (Kamatula, 2020).

Furthermore, low staff awareness and resistance to change is also a barrier. Some employees are comfortable with traditional paper-based systems and they resist the adoption of digital systems. This negative attitude affects the successful implementation of digital records management initiatives. Studies show that without competent and motivated staff, even the best technology cannot function effectively (Newa & Mwantimwa, 2019).

Therefore, addressing human resource challenges through training, recruitment and awareness is essential for improving digital records management in public institutions like Bagamoyo District Council.

2.2. Empirical Review

Several empirical studies have been conducted to examine the challenges of digital records management in public institutions. The findings from these studies provide important insights that support the current study at Bagamoyo District Council.

First, Kamatula (2020) conducted a study on e-records management in Tanzanian public institutions. The study found that inadequate ICT infrastructure and shortage of skilled personnel were the major barriers affecting implementation of electronic records systems. The study further revealed that most public institutions lacked reliable internet

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connectivity and modern computers, which resulted in slow adoption of digital records management.

Second, Newa and Mwantimwa (2019) carried out research on e-records management in Tanzania public service. Their findings indicated that limited funding, weak policy implementation, and resistance to change from paper-based systems were significant challenges. The study recommended that government institutions should invest more in ICT infrastructure and provide regular training to staff in order to improve digital records management practices.

Third, Payowela (2024) examined the challenges facing local government authorities in the use of electronic record keeping. The study established that lack of staff training and inadequate technical support were the key human resource factors hindering effective digital records management. The findings showed that 60% of staff had only basic ICT skills, which affected their ability to use EDMS effectively.

Fourth, Hassan (2024) studied organizational factors affecting digital records management in public sector organizations. The study revealed that poor management support and insufficient budget allocation were the main organizational barriers. The study concluded that without strong commitment from top management, digital records management initiatives cannot succeed.

Lastly, Maturo (2025) conducted research on managing electronic records management systems at the Workers' Compensation Fund. The findings showed that system integration problems, outdated software, and cybersecurity threats were major technological challenges. The study recommended the adoption of unified ERMS and strengthening of ICT infrastructure.

From the above empirical studies, it is evident that challenges such as inadequate ICT infrastructure, lack of staff training, limited financial resources, and weak policy implementation are common in public institutions. However, most of these studies were

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conducted at national level or in other institutions. Therefore, this study seeks to address this gap by focusing specifically on Bagamoyo District Council.

2.3 Research Gap.

Although many studies have examined records management practices in public institutions, most of them focus on general public sector organizations or local government authorities. For example, studies by Newa and Mwantimwa (2019) and Malekani and Mubofu (2023) discussed the challenges of electronic records management in the public sector in general. In addition, some studies concentrated on universities and municipal councils.

However, there is limited research that specifically examines the challenges and barriers to effective digital records management within Bagamoyo District Council. Most existing studies address digital records management at national level or in other types of institutions, leaving a gap in understanding the specific context of district councils.

This study therefore aims to fill this gap by examining the technological, organizational, and human resource challenges affecting digital records management at Bagamoyo District Council.

2.4 Proposed System

The proposed system for improving digital records management in public institutions involves the implementation of an integrated Electronic Records Management System (ERMS) supported by strong ICT infrastructure, clear policies, and trained personnel. This system enables records to be created, stored, retrieved, and preserved electronically throughout their lifecycle, improving efficiency, accountability, and accessibility of government information. Scholars suggest that the proposed framework should include standardized procedures, digital repositories, security controls, and compliance with international records management standards to ensure proper management of electronic records in public institutions. In addition, integration with e-government platforms such

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as e-office systems can enhance transparency and speed up service delivery. Therefore, adopting a structured ERMS framework and strengthening staff capacity are essential steps toward effective digital records management in institutions like the Bagamoyo District Council (Kamatula, 2018; Newa & Mwantimwa, 2019).

2.4.1 Components of Proposed Systems

Adoption of Electronic Records Management Systems (ERMS)

One important component of the proposed system is the adoption of an Electronic Records Management System (ERMS). This is a computerized system designed to capture, store, organize, and retrieve digital records throughout their lifecycle. The use of ERMS helps institutions manage records more efficiently compared to traditional paper-based systems. It also improves the speed of accessing information, reduces the risk of losing important documents, and supports transparency and accountability in public institutions. Studies show that implementing ERMS can significantly improve records management practices in government organizations and enhance service delivery (Newa & Mwantimwa, 2019).

Improvement of ICT Infrastructure

Another important component of the proposed system is improving ICT infrastructure in public institutions. This includes providing reliable computers, secure servers, adequate digital storage systems, and stable internet connectivity to support digital records management. Strong ICT infrastructure enables organizations to store large amounts of information safely and retrieve it quickly when needed. It also supports the integration of different information systems within an institution. Researchers emphasize that adequate technological infrastructure is necessary for the successful implementation of electronic records management systems in public sector organizations (Malekani & Mubofu, 2023).

Training and Capacity Building for Staff

Training and capacity building for staff is another key component of the proposed system. Employees responsible for handling records should be trained in digital records

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management practices and the use of electronic systems. Proper training helps staff understand how to create, store, manage, and retrieve digital records effectively while following established standards and policies. Continuous training programs also help employees adapt to technological changes and improve their performance. Studies indicate that capacity building and professional training are essential for successful implementation of electronic records management systems in public institutions (Newa & Mwantimwa, 2019).

2.5 Chapter Summary

This chapter reviewed literature related to digital records management in public institutions. The review explained that digital records management is important for improving efficiency, transparency, accountability and service delivery in government organizations. Previous studies showed that many public institutions in still face challenges in managing digital records effectively. Some of the major challenges identified include inadequate ICT infrastructure, lack of skilled personnel, weak implementation of records management policies, and limited financial resources. The chapter also discussed proposed solutions such as the adoption of Electronic Records Management Systems (ERMS), improvement of ICT infrastructure, and provision of training and capacity building for staff responsible for managing records. These solutions are important for improving the management of digital records in public institutions such as the Bagamoyo District Council (Newa & Mwantimwa, 2019).

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter presents research design, research approach, area of the study, population of the study, sample size, sampling techniques, data collection methods, primary data, secondary data, data analysis, data collection instruments, data quality control, reliability and validity of data and research ethical.

3.1 Research Design.

According to Robert K. Yin (2018), research design is the logical plan that guides the researcher from the research questions to the collection and analysis of data and finally to the conclusions. Research design provides the overall framework for conducting the study.

This study employed a descriptive research design Descriptive research design is suitable for this study because it enables the researcher to describe the current state of affairs regarding digital records management in public institutions. According to Creswell (2014), descriptive design is used when the researcher wants to examine and describe the characteristics of a phenomenon as it exists in its natural setting without manipulating variables.

The choice of descriptive research design was appropriate for this study because the main objective was to examine the challenges and barriers to effective digital records management at Bagamoyo District Council. This design allowed the researcher to collect detailed information about technological problems, human resource challenges and organizational factors affecting digital records management in the council.

Furthermore, descriptive design enabled the researcher to obtain both quantitative and qualitative data that helped to understand the extent of the challenges and to provide recommendations for improvement. Through this design, the researcher was able to

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describe the current practices, identify the existing problems and explain how these challenges affect the efficiency and service delivery at Bagamoyo District Council.

3.2 Research Approach

According to Creswell, J. (2018), there are basic research approaches, which were quantitative, qualitative, This study employed a qualitative approach, quantitative methods to gather comprehensive data. This approach is recommended because records management involves both measurable issues and perceptions, which require different types of data.

3.3 Area of the study

This study was conducted at Bagamoyo District Council located in Pwani Region, Tanzania. The council was selected because it is one of the public institutions that use digital systems and Communication Technology (ICT) in managing administrative records and delivering public services such as finance, education, health, land, and human resource management. The study focuses on examining the challenges and barriers to effective digital records management within this public institution.

3.4 Population of the study

According to Creswell, J. W. (2014), the population of the study refers to the entire group from which the researcher intends to collect information. These individuals share similar characteristics such as location, job position, experience, or roles related to the study. In this study, the population will consist of Records Management Assistant, human resource officers, administrative officers and IT personnel at Bagamoyo District Council who are involved in creating, handling, and managing administrative records. These participants are selected because they play a key role in digital records management processes

3.5. Sample Size.

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According to Saunders, Lewis and Thornhill (2002), sample size refers to the number of respondents selected from the total population to participate in a study. The sample size should be adequate to ensure that the findings of the study are representative of the entire population and can be generalized with reasonable accuracy. At the same time, the sample should be manageable in terms of time, cost and available resources.

In this study, the sample size was 25 respondents. The determination of this number was guided by Saunders et al (2002) who stated that for descriptive and survey studies, a minimum sample of 25 respondents is considered appropriate to allow for meaningful statistical analysis and interpretation of data. Furthermore, a sample of this size was deemed manageable by the researcher considering the limited time and resources available for conducting the study at Ordinary Diploma level.

The 25 respondents were drawn from different departments at Bagamoyo District Council that are directly involved in records management activities. The sample was distributed to ensure representation from all key categories of staff as follows: 5 Records Management Assistants (RMAs), 8 Human Resource Officers, 9 Administrative Officers and 3 IT Personnel.

The rationale for selecting these categories was based on their roles in digital records management. Records Management Assistants are directly responsible for the creation, storage and retrieval of records. Human Resource Officers handle personnel records, Administrative Officers deal with general office records and correspondence, while IT Personnel provide technical support and maintenance of digital records systems. The inclusion of respondents from these different categories enabled the researcher to obtain comprehensive and diverse information regarding the challenges and barriers to effective digital records management at Bagamoyo District Council. This ensured that the study captured views from both technical and non-technical staff who interact with digital records systems in their daily operations.

3.6. Sampling Technique

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According to saunders (2002) defines sample size is the number of people chosen from the total population to take part in the research. Saunders explain that in quantitative research, a larger sample is usually required to allow statistical analysis and researchers often use 25 or more respondents as a minimum for meaningful analysis and deeper information. The sample size of the study was 25 respondents representing the whole population involving 5 RMA, 8 human resource officers, 9 administration officers and 3 IT personnel.

3.7. Sampling Techniques

According to Mark Saunders (2002) defines the sampling techniques as the method used to select a sample from the population so that the sample represents the population. The study was used simple random sampling technique to select government officers from different department and purposive sampling technique to ensure representation from different department in that organization involve electronic records management systems.

3.7.1. Simple Random Technique

According to Mark Saunders (2002) defines that simple random sampling is a probability sampling method where every member of the population has an equal chance of being selected. It gives all respondents an equal chance to be selected also it reduces bias and it gives fair representation. Simple random sampling technique will use to select 3 IT personnel, 8 human resource officers and 9 administration officers since it provides equal chance for every individual in the population of being selected.

3.7.2. Purposive Sampling

According to Saunders (2002) defines purposive sampling as a non-probability sampling method where the researcher selects specific people who have important knowledge about the research topic. It give detailed and relevant information also it is good for interviews (qualitative research) and it focuses on knowledgeable respondents. In this study

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researcher used purposive sampling to select 5 Records Management Assistants (RMA) from the study area.

3.8. Data collection Methods

According to John W. Creswell (2014) define data collection methods as the techniques or procedures used by researchers to gather information from participants or sources for the purpose of answering research questions. In this study data will be collected through structured interviews (direct interview) and questionnaires. Interview was conducted with key personnel responsible for digital records management while questionnaire was distributed to a sample of employees using electronic records management systems for handling digital records.

3.8.1. Primary Data

According to Yin (2018) primary data refers to the first-hand information gathered by the researcher specifically for the study. Primary data was obtained through interviews, questionnaires and observations. In this study primary data was collected directly from the source to address the research questions described by Robert K. Yin (2018). Collecting this data was allow the researcher to gain a clear and accurate understanding of the current practices, challenges, and barriers faced in managing digital records at Bagamoyo District Council.

3.8.1.1. Questionnaire Method

According to John W. Creswell (2014) define a questionnaire method as a set of written questions designed to collect information from respondents in a structured and standardized way. Open and close ended questionnaires distributed to 3 IT personnel, 8 human resource officers and 9 administration officers where the advantage of questionnaire is it allows respondents to respond to the questions on their own words, also

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allow respondents to choose between numbers of alternative and reduce the possibility of obtaining ambiguous answers.

3.8.1.2. Interview Method

Interview methods refers to the data collection method in which the researcher asks participants questions directly, either face-to-face, over the phone, or via online platforms, in order to gather detailed information about their experiences, opinions, or perceptions Creswell J (2014). In this study structured interview method used to select 5 RMA.

3.8.2. Secondary Data

According to saunders (2002) explains secondary data is the data that have already been collected for another purpose and were used by the researcher for a new study. Also explains that secondary data were not collected directly by the current researcher. Instead, they were obtained from existing sources such as government reports, books and journals. For the sake of this study secondary data was collected through different materials both published and non -published such as books, journals, articles, reports and information technology resources reviewed and which is related to this study.

3.9. Data analysis

According to Yin (2018) explains that data analysis is the process of organizing and making sense of collected data so that the researcher can answer the research questions. He emphasizes that analysis should be guided by the study's objectives or research questions. The process is determining the patterns of relationship among the variables relating to it. In this study the researcher was used Microsoft Excel to enter the raw data collected from the surveys. Each row should represent a different respondent or office, and each column should represent a variable in form of tables, histograms or charts in order to show proper responses by percentage that is readable and understandable by users. Finally, the presentation helps the researcher to make interpretation, good conclusion and recommendations about the study.

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3.9.1. Data Collection Instruments

Data collection instrument refers to the device used to collect data, such as a paper questionnaire or interviewing system (Smith, A & Jones, B, 2020). These data collection Instruments were explained below

3.9.2. Questionnaire's guide

This study also used a questionnaire guide to collect quantitative data. According to Creswell (2014) a questionnaire is a structured written instrument used to gather information from respondents in a systematic way. It usually contains closed ended questions such as multiple choice and rating scale questions. In this research, the questionnaire was distributed to selected staff members at Bagamoyo District Council to collect information about current digital records practices, technological challenges, and human resource factors. The questionnaire was designed in clear and simple language to ensure respondents understand the questions and provide accurate answers.

3.9.3. Interview guide

This study was used an interview guide as a tool for collecting qualitative data. According to Creswell (2014) an interview guide (also called an interview protocol) is a prepared list of open-ended questions that helps the researcher collect detailed information from participants. The interview guide ensures that all respondents are asked similar questions related to the research objectives while allowing flexibility for follow up questions. In this study the interview guide was used to gather in depth information from employees and records officers at Bagamoyo District Council about the challenges and barriers to effective digital records management. This method will help the researcher understand participants' experiences, opinions and suggestions.

3.10. Research Ethics

This study will follow proper research ethical principles to ensure that participants' rights are respected. Permission to conduct the research was obtained from the relevant public

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institution before data collection. Participants were informed about the purpose of the study and their participation was voluntary, with the right to withdraw at any time. Confidentiality and privacy were maintained by not recording respondents' names and using the information only for academic purposes. The researcher was avoided causing any harm to participants and was presented the findings honestly without falsifying or manipulating data. All sources used in the study will be properly acknowledged to avoid plagiarism.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0. Introduction

This chapter analyses the data that were collected in the field of the study. The interpretations made give picture of what was studied in the field. Explanations are presented in tables and figure in terms of frequency and percentage based on an examine the challenges and barriers to effective digital records management in public institutions.

4.1. Demographic Information

4.1.1. Gender of respondents

The respondents were asked to indicate their gender; Information on gender was needed by researcher so as to identify their participation of respondents depending to their gender. Table 4.1 below summarizes the results

Table 4.1. Gender of Respondents (N =25)

Gender	**Frequency**	**Percentage%**
Male	15	60.0%
Female	10	40.0%
Total	**25**	**100%**

Source: Field Study (2026)

Finding shows that (60.0%) of the respondents were male while 40.0% were female. This indicates in administrative and IT departments at Bagamoyo District Council. The gender imbalance may influence technology adoption patterns, as studies show male staff often adapt to new ICT systems faster.

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4.1.2. Distribution of Respondents by Age

The respondents were requested to mention their respective age. The question was asked to IT personnel, human resource offices and administrative officers. The table 4.1.2 below summarized the results:

Table 4.2. Distribution of Respondents by Age (N =25)

Age	**Frequency**	**Percentage%**
18-25	6	24.0%
26-30	8	32.0%
31-35	7	28.0%
36 above	4	16.0%
Total	**25**	**100%**

Source: Field Study (2026)

The findings show that most of respondents fall within the 26-30 years' age range, making up (32%) of the sample, with the second-largest group (28%) falling in the 31-35 years range. There is minimal representation from elders (36+ years) age groups which fall in the (16%)

Table 4.3: Education Level of Respondents (N =25)

Level of education	**Frequency**	**Percentage%**
Certificate	5	20%
Diploma	11	44%
Degree	7	28%
Masters	2	8.0%
Total	**25**	**100%**

Source: Field Study (2026)

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Finding shows that a majority of respondents 11(44%) hold a Diploma while 7(28%) have a degree, 5(20%) have certificate and 2(8.0%) have masters.

4.2. Findings on Digital Records Management

4.4. Storage of Digital Records Management (N =25)

Researcher also wanted to know about storage of digital records management in office and the result are shown in the Table 4.2.1 Below;

Response	**Frequency**	**Percentage%**
Using a computerized records management system.	5	20.0%
Using computers but without a proper system.	6	24.0%
Using both digital and paper records.	10	40.0%
Mostly using paper records.	4	16.0%
Total	25	**100%**

Source: Field Data (2026)

The findings indicate that 10 respondents (40%) reported that records are stored using both digital and paper formats. This suggests that Bagamoyo District Council is still operating under a hybrid records management system. Only 20% reported using a fully computerized records management system.

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4.5. The rate of accessing records using the Digital Records Management Systems (N=25).

Response	Frequency	Percentage
Very easy	5	20.0%
Easy	9	36.0%
Difficult	11	44.0%
Very difficult	0	0%
Total	25	**100%**

Source: Field Data (2026)

The majority of respondents, 5(20.0%) reported very easy, 9(36.0%) reported easy and 11(44.0%), stated that finding digital records is difficult. This indicates challenges in retrieving information efficiently, which may be caused by poor record organization or ineffective systems,

4.6. Technological Problems Affecting Digital Records Management (N=25)

Response	Frequency	Percentage
Slow or unreliable internet.	9	36.0%
Outdated computers and software.	7	28.0%
System failure or technical errors.	6	24.0%
No major technological problem.	3	12.0%
Total	**25**	**100%**

Source: Field Data (2026)

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The findings reveal that slow or unreliable internet was the major technological challenge reported by 9 respondents (36%). This indicates that internet connectivity significantly affects digital records management operations, 7(28.0%) of respondents indicate outdated computers and software, 6(24.0%) indicate system failure and few of respondents 3(12.0%) indicate no major technological problem.

4.4.1 Discussion of Technological Problems Affecting Digital Records Management.

The findings from Table 4.4 indicate that technological problems are among the major barriers hindering effective digital records management at Bagamoyo District Council. The study revealed that slow or unreliable internet connectivity was the most significant technological challenge, as reported by 9 respondents representing 36.0% of the total respondents. This finding implies that poor internet services greatly affect the ability of staff to access, upload, download and share digital records in a timely manner. When internet connectivity is weak, employees are forced to delay their work or resort to manual paper-based systems, which reduces efficiency and defeats the purpose of digitization. This result is consistent with Kamatula (2020) who found that inadequate ICT infrastructure including unreliable internet was a major barrier to e-records management in Tanzanian public institutions.

Furthermore, 7 respondents representing 28.0% indicated that outdated computers and software pose a serious challenge to digital records management. The use of old computers with low processing speed and outdated software makes it difficult to install and run modern Electronic Records Management Systems. Outdated equipment also increases the risk of system crashes and data loss, which compromises the integrity and security of government records. This finding aligns with Maturo (2025) who reported that outdated software and system integration problems were key technological challenges at the Workers' Compensation Fund in Tanzania. Therefore, without modern and well-maintained ICT equipment, the council cannot achieve full automation of its records management processes.

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In addition, 6 respondents representing 24.0% reported system failure and technical errors as another major technological problem. Frequent system breakdowns lead to loss of important data, delays in service delivery, and frustration among employees. When systems fail regularly, staff lose confidence in digital systems and prefer to continue using paper files as backup. This situation creates a hybrid system which is costly and inefficient to manage. The finding is supported by Newa and Mwantimwa (2019) who argued that technical failures and lack of proper ICT maintenance contribute to poor implementation of digital records systems in public institutions.

Only 3 respondents representing 12.0% indicated that there were no major technological problems. This small percentage shows that the majority of staff at Bagamoyo District Council are experiencing one or more technological challenges in their daily work.

Overall, the findings suggest that technological factors significantly affect digital records management at Bagamoyo District Council. The problems of slow internet, outdated equipment and system failures must be addressed urgently if the council is to achieve effective and efficient digital records management. This requires adequate budget allocation, proper ICT planning and regular maintenance of digital systems. The government through the National ICT Policy (2023) emphasizes the need for reliable ICT infrastructure in all public institutions, and therefore Bagamoyo District Council needs to align with this policy to improve service delivery.

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4.7 Staff Skills in Managing Digital Records Systems (N=25)

Response	Frequency	Percentage
Enough skills	4	16.0%
Basic skills	11	44.0%
Limited skills	8	32.0%
No skills	2	8.0%
Total	25	**100%**

Source: Field Data (2026)

The findings show that 4(16.0%) indicate enough skills, 11 respondents (44%) believed staff possess only basic skills in managing digital records systems. This indicates the need for additional training to improve staff competency, 8(32.0%) indicate limited skills and 2(8.0%) indicate no skills

4.8. Human Resource Challenges Affecting Digital Records Management (N=25)

Response	Frequency	Percentage
Lack of staff training.	10	40.0%
Lack of IT support staff.	7	28.0%
Lack of staff awareness about digital records	5	20.0%
No major human resource challenge.	3	12.0%
Total	25	**100%**

Source: Field Data (2026)

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The majority of respondents, 10 (40%), identified lack of staff training as the major human resource challenge. This implies that employees require regular training programs to effectively manage digital records, 7(28.0%) indicate lack of IT staff, 5(20.0%) indicate lack of staff awareness about digital records and 3(12.0%) indicate no major human resource challenge.

4.7 Solutions to the human resource challenge affecting digital records management

The researcher asked the question in order to know the possible solution to the human resources challenges affecting digital record management at bagamoyo district council.

Table 4.9. The solution to the human resource challenge affecting digital records management (N=25)

Solutions	**Frequency**	**Percentage**
Providing regular training	10	40.0%
Employ additional qualified IT personnel	4	16.0%
Improve ICT infrastructure	6	24.0%
Upgrade computers and install updated software regularly	5	20.0%
Total	25	**100%**

Source: Field Data (2026)

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The findings show that 10(40.0%) of respondents indicate providing regular training, 4(16.0%) indicate employ additional qualified IT personnel, 5(20%) indicate Upgrade computers and install updated software regularly, 6(24.0%) indicate improve ICT infrastructure.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents a briefly summary of what were done during this study and the main findings of the study. The finding based on the objective and the research questions of the study. It also gives conclusion and recommendation of the study which was to examine the challenges and barriers to effective digital records management in public institutions. a case study of Bagamoyo District Council.

5.1. Summary of the Study

5.1.1 Distribution of Respondents by Age

The findings revealed that majority of respondents were between the ages of 18-25, 26-30, 31-35 and 36 above

5.1.2 Gender of Respondents

The finding revealed that majority of respondents were males.

5.1.3 Education Level of Respondents

The study indicates that the majority had diploma and degree level of education.

5.1.4. Storage of Digital Records Management.

The findings show that only 5(20.0%) respondents said were used computerized records management systems and the majority of respondents were said they were used both digital and paper records.

5.1.5. The rate of accessing records using the Digital Records Management Systems.

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The findings show that only 5(20%) said very easy to access records using digital records management systems and majority of respondents said it's difficult to access records using digital records management systems.

5.1.6. Technological Problems Affecting Digital Records Management.

The findings show that majority of respondents said slow or unreliable internet affect digital records management and only 3(12.0%). respondents were said no major technological problem.

5.1.7. Staff Skills in Managing Digital Records Systems

The findings show that only 4(16.0%) have adequate skills to manage digital records management systems and 10(40.0%) have limited or no skills at all, showing a major human capacity gap.

5.1.8. Human Resource Challenges Affecting Digital Records Management

The findings show that the biggest human resource challenge is lack of staff training indicated by 10(40.0%) followed by lack of IT support staff indicated by 7(28.0%). This confirm that training and technical support are critical barriers.

5.1.9. Solutions to the human resource challenge affecting digital records management u

The findings show the possible solutions to the challenges that affect digital records management is to provide regular training, employ additional qualified IT personnel, improve ICT infrastructure and upgrade computers and install updated software regularly.

5.2. Conclusion.

This conclusion is drawn based on the specific objectives of the study. the first objective of the study was to identify the current state of digital records management practices at

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Bagamoyo District Council. The findings revealed that the council is still operating under a hybrid system where 40% of respondents reported using both digital and paper records. Only 20% reported using a fully computerized records management system. Furthermore, 44% of respondents indicated that accessing digital records was difficult due to poor organization and ineffective systems. The second objective was to determine the extent to which technological factors act as barriers to effective digital records management. The findings showed that slow or unreliable internet was the major technological challenge as reported by 36% of respondents. Other technological problems included outdated computers and software 28%, and system failure 24%. These problems negatively affect the storage, retrieval and sharing of digital records. the third objective was to analyze the impact of human resource factors on digital records management. The findings established that lack of staff training was the biggest human resource challenge as indicated by 40% of respondents. In addition, 28% reported lack of IT support staff and 32% had limited skills in managing digital records systems. This shows that human capacity is a major barrier.

Based on the above findings, the study concludes that effective digital records management at Bagamoyo District Council is significantly hindered by both technological and human resource challenges. The inadequate ICT infrastructure, coupled with insufficient staff skills and training, reduces efficiency, accessibility, reliability and security of digital records. Therefore, for the council to achieve effective digital records management, it must invest in reliable ICT infrastructure, implement a unified EDMS, and conduct regular training and capacity building for staff.

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5.3. Recommendation

Therefore, this study some recommendations were made as follows.

5.3.1. Improve ICT Infrastructure.

The study found that slow and unreliable internet is one of the major challenges affecting digital records management. Therefore, Bagamoyo District Council should invest in reliable internet services and improve its ICT infrastructure. Good internet connectivity will enable staff to access, share, and manage digital records efficiently without delays or interruptions.

5.3.2. Implement a Unified EDMS.

The study found that many offices still use both paper and digital records. The council should gradually move towards a fully computerized records management system to reduce dependence on paper records. This will improve record accessibility, save storage space, enhance information security, and increase work efficiency.

5.3.3. Conduct Regular Training.

The study identified lack of staff training as the leading human resource challenge. Therefore, the council should organize regular training workshops and seminars on digital records management. Training will help employees develop the knowledge and skills required to manage digital records effectively and use records management systems correctly.

5.3.4. Recruit Adequate IT Support Staff.

The findings showed that inadequate IT support is a challenge in managing digital records. The council should recruit more qualified IT personnel to provide technical support, troubleshoot system problems, and maintain digital records systems. This will reduce system downtime and improve operational efficiency.

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5.3.5. Develop and Enforce Clear Digital Records Management Policy.

Bagamoyo District Council should develop a comprehensive and updated digital records management policy that clearly defines procedures for creation, storage, access, security, retention, and disposal of digital records.

The policy should be aligned with the public Records and Archives Management Act 2002. Once developed the policy must be effectively communicated to all staff and enforced through regular monitoring to ensure compliance.

This will reduce confusion, improve consistency in record handling and provide legal backing for digital records practices in the council.,

5.4 Area for Further Study.

The following are the possible topics areas that need to be studied.

1.Assessment of the Effectiveness of Digital Records Management Systems in Public Institutions

2. The Influence of Information and Communication Technology (ICT) Infrastructure on Digital Records Management

3. The Impact of Staff Competence and Training on Digital Records Management Performance

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APPENDIX I

QUESTIONNAIRES FOR THE IT PERSONNEL, HUMAN RESOURCE OFFICERS AND ADMINISTRATION OFFICERS

Dear Respondent, my name is Wilson Hoja Wilson, an ordinary diploma student in Records and Archives management at the School of Library, Archives and Documentation Studies (SLADS) - Bagamoyo. Kindly I request you to participate in this study titled **“ Examine the challenges and barriers to effective digital records management in public institutions. a case study of Bagamoyo District Council".** This is very important for partial fulfillment of my Ordinary Diploma Studies. In this study your participation is through answering multiple choice and short-listing questions. Please remember that this information will be used for academic study and not otherwise.

Please tick (✓) to the correct answer

1. What is your gender?

a. Male ( )

b. Female ( )

2. What is your age group

a. 18-25 ( )

b. 26-30 ( )

c. 31-35 ( )

d. 36 above ( )

3. What is your education level?

a. Certificate ( )

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b. Diploma ( )

c. Degree ( )

d. Masters ( )

e. PHD ( )

4. How are digital records stored in your office?

a. Using a computerized records management system. ( )

b. Using computers but without a proper system. ( )

c. Using both digital and paper records. ( )

d. Mostly using paper records. ( )

5. How easy is it for you to find digital records when you need them?

a. Very easy. ( )

b. Easy. ( )

c. Difficult. ( )

d. Very difficult. ( )

6. Which technological problem mostly affects digital records management in your office?

a. Slow or unreliable internet. ( )

b. Outdated computers and software. ( )

c. System failure or technical errors. ( )

d. No major technological problem. ( )

7. How often do technological problems affect your work with digital records?

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a. Very often. ( )

b. Sometimes. ( )

c. Rarely. ( )

d. Never. ( )

8. Do staff members in your office have enough skills to manage digital records systems?

a. Enough skills. ( )

b. Basic skills. ( )

c. Limited skills. ( )

d. No skills. ( )

9. What human resource challenge affects digital records management the most in your office?

a. Lack of staff training. ( )

b. Lack of IT support staff. ( )

c. Lack of staff awareness about digital records. ( )

d. No major human resource challenge. ( )

THANK YOU FOR YOUR PARTICIPATION

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APPENDIX II

INTERVIEW GUIDE FOR RECORDS MANAGEMENT ASSISTANT (RMAs)

My name is Wilson Hoja Wilson, I am Diploma student from School of Library, Archives and Documentation Studies (SLADS), is conducting a research title **" Examine the challenges and barriers to effective digital records management in public institutions, a case study of Bagamoyo District Council ".**

Kindly assist by providing relevant answers.

1. What methods or systems are currently used in your office to create, store, and manage digital records at Bagamoyo District Council?.....

2. What challenges do you face when managing digital records in your office?.....

3. How do technological problems such as system failure, poor internet connection, or outdated computers affect digital records management in your institution?.....

4. In your opinion, how do factors such as staff training, skills, and availability of records management staff influence the management of digital records at Bagamoyo District Council?.....

THANK YOU FOR YOUR PARTICIPATION

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APPENDIX III:

RESEARCH BUDGET AND TIME FRAME.

The following table shows the estimated budget for conducting this research study at Bagamoyo District Council.

Table: Research Budget

S/N	ITEM QUANTITY	UNIT COST (TZS)	TOTAL COST (TZS)
1	Stationery: Papers, Pens, Files	1 lot	50,000 50,500
2	Printing of Questionnaires and Interview Guides	30 copies 1,000	30,000
3	Photocopying and Binding of Report	4 copies 15,000	60,000
4	Transport to Bagamoyo District Council	5 trips 20,000	100,000
5	Internet Bundles for Data Collection and Research	2 months 30,000	60,000
6	Mobile Data for Communication with Respondents	1 month 20,000	20,000
7	Data Analysis and Miscellaneous Expenses	1 lot 50,000	50,000
GRAND TOTAL			370,500

Source: Researcher, 2026

The total estimated budget for this study was Tanzanian Shillings Three Hundred and Seventy Thousand Five Hundred Only (TZS 370,500/=)

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APPENDIX IV

TIME SCHEDULE

This time schedule shows what will be done and at what time. In general time schedule reveal the activities that will be done from the starting point to the final stage of the study indicating the specific time for their basis of operations. The time schedule or work plan schedule in this research will be for six weeks as follows,

ACTIVITIES	1st **MONTH**	2nd **MONTH**	3rd **MONTH**	4th **MONTH**	5th **MONTH**	6th **MONTH**
Report at the study area and get familiarization						
Distribution of questionnaire and interviewing respondents						
Observation the situation and collecting questionnaire and data analysis						
Data interpretation and report writing.						

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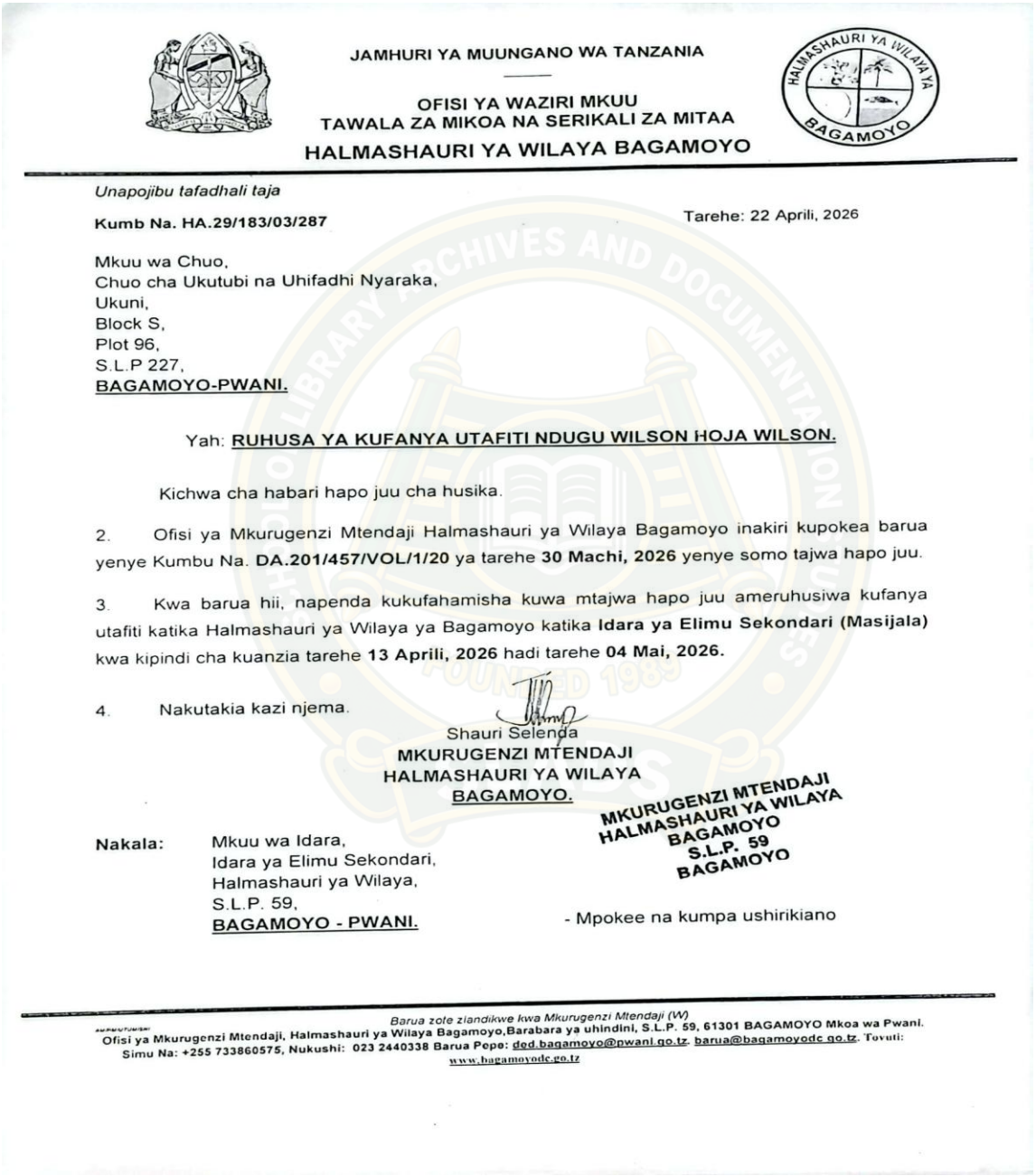
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APPENDIX V

LETTER OF APROVER OF DFATA COLLECTION



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. HA.29/183/03/287

Tarehe: 22 Aprili, 2026

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

Yah: **RUHUSA YA KUFANYA UTAFITI NDUGU WILSON HOJA WILSON.**

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 **30 Machi, 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 Elimu Sekondari (Masijala)** kwa kipindi cha kuanzia tarehe **13 Aprili, 2026** hadi tarehe **04 Mai, 2026.**

4. Nakutakia kazi njema.

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 Elimu Sekondari,
Halmashauri ya Wilaya,
S.L.P. 59,
BAGAMOYO - PWANI.

- Mpokee na kumpa ushirikiano

Barua zote ziandikwe kwa Mkurugenzi Mtendaji (W)
Ofisi ya Mkurugenzi Mtendaji, Halmashauri ya Wilaya Bagamoyo,Barabara ya uhindini, S.L.P. 59, 61301 BAGAMOYO Mkoa wa Pwani.
Simu Na: +255 733860575, Nukushi: 023 2440338 Barua Pepe: ded.bagamoyo@pwani.go.tz, barua@bagamoyodc.go.tz, Tovuti: www.bagamoyodc.go.tz

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