

E-records management readiness for implementation of e-government in local authorities of Singida Municipal Council

Lameck Sospeter Kashaija

Department of Records and Archives Management

Tanzania Public Service College

lameck.sospeter@tpsc.go.tz

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Abstract

This paper reports the findings of a study that explored the state of e-records management in supporting e-government in Tanzania Local Government Authorities with specific reference to the Singida Municipal Council (SMC). This qualitative study employed a case study design to collect data using interviews, observations, group discussions and documentary review. Qualitative data were subjected to thematic analysis. Thirty-two respondents were purposively selected to participate in the study. The study findings indicated that the state of e-records management readiness was not effective to enhance e-governance. This was because the SMC did not have an e-records management system, inadequate professional record personnel, information and communication technologies (ICT) policies, guidelines and procedures. E-readiness was affected by the low number of technical staff, inadequate resources and budget dedicated to the e-records management unit and lack of storage space and facilities to execute e-records management. Finally, the study established a framework for effective adoption of e-records management as a platform for implementing e-government in local authorities. The study recommends for the SMC to improve e-records management practices by bridging the knowledge gap among record staff, ICT staff and secretaries. In addition, the SMC should hire qualified staff, trained staff in house on e-records management, develop and implement ICT policies and prioritise records management by adequately budgeting for ICT infrastructures to kick-start the transformation process.

Keywords: E-records, e-records management, e-readiness, e-government, service delivery

1. Introduction

E-government, as an integration of information and communication technologies (ICT) to promote efficiency in governance and deliver timely services to citizens, is characterised by electronic work flow, electronic productivity, electronic service delivery and electronic voting (Kamatula 2019:4). Kamatula (2018) defines e-records as information or document that can be manipulated, managed, transmitted or processed, appraised and disposed of by computer. On the other hand, e-records readiness is the capacity to create, manage, share and use e-records in day-to-day operations. Globally, governments in different parts of the world have adopted e-government to foster administration and service delivery. In this regard, Kamatula (2019) contends that governments globally are adopting e-government using ICTs to execute their activities and public service operations and functions. ICT also provides interaction between central government and local government, citizens and government, and government and employees in operations like paying pensions, recruitment and selection (Kamatula 2018).

Countries such as Canada and Australia have put in place e-records management systems aimed at meeting e-government requirements (Kashaija 2019:1). Kashaija (2019:1) found that Canada had successfully implemented International Standard Organisation (ISO) 15489-2001 and the Department of Defence had met the 5015.2 standards for the Electronic Document and Record Management Systems (EDRMS) in public offices aimed at enhancing e-governance.

In Africa, the state of e-records management is still dogged by challenges pertaining to the security and confidentiality of public records. For instance, Kenya launched e-government in 2004. Although many African countries have since embraced some e-governance initiatives, they still generally face challenges when it comes to the management of records in electronic format. They also have problems to ensure security, confidentiality and physical protection against disasters (Mutula & Mostert 2010). Similarly, South Africa established legal frameworks for e-records management but these are still not well implemented to meet e-records management requirements (Kyobe, Molai & Salie 2009; Mutula & Mostert 2010)

Tanzania is one of the countries that have embraced the concept, implemented e-government initiatives and deployed e-government in its ministries and agencies. In 2014, the Business Registration and Licensing Agency (BRELA) introduced an online registration system for registering business names online (Kashaija 2019). Moreover, to have a secure and efficient payment system, two of the country's biggest institutions – the Bank of Tanzania and the Tanzania Revenue Authority agreed to develop an interface system that subsequently facilitated their operations and improved the quality of their services. Furthermore, Tanzania utilises the Human Capital Management Information System (HCMIS), known as Utumishi (a Kiswahili word for Civil Service), Portal to enhance service delivery. Kamatula (2019: 72) describe the service that is now delivered online as follows:

Some of the e-services that are currently operating include online job applications, online registrations, tax payments, utility bills payments, obtaining permits, obtaining certificates, obtaining licenses, government announcements, forms and various types of information from ministries and departments

Such transformative e-government aims to ensure good service delivery to the citizens. Kamatula (2018) emphasised that public offices need to design an e-records management system to support e-governance primarily because e-records play a crucial role in the implementation of public service e-service.

E-government adoption by the country's local government would be in line with its constitution. The Constitution of United Republic of Tanzania (URT) of 1977 implores the local government to support the services of the central government by boosting efficiency and effectiveness at the grassroots due to their jurisdiction under the country's delegation of responsibilities of taking services to the citizens. Therefore, establishing e-government is a means towards improving service delivery by ensuring e-records management at the local government is not only efficient but also effective as an integral part of e-government. This overriding motive generated interest and a justification to conduct this study in local authorities in a bid to assess the state of e-records readiness as the basic ingredient in supporting e-government in Tanzania.

2. Statement of the problem

To put e-government in a strategic state, the Tanzania government established the e-Government Agency (eGA) in 2012 as arm for implementing e-government initiatives in the country. These initiatives notwithstanding, current studies such as those by Athman (2019) and Rutta (2020) found backlogs in files and inadequate space, which signalled the absence of effective e-records management in Tanzania's local authorities. Rutta (2020) further indicates that there was a general lack of awareness in the need to apply ICTs in records management among the local authorities' staff. These challenges affect the government's provision of e-services to citizens through local authorities. As a result, e-government was not beneficial at the local level, either because it has been poorly executed or it has yet to take a recognisable shape.

Although many studies have been conducted on e-records management such as those by Issa and Wamukoya (2018); Kamatula (2018), many were limited to e-records in supporting service delivery, whereas others focused on e-records management readiness in Departments, Ministries and Agencies (MDAs). In fact, most researchers focused on e-readiness in MDAs rather than on the local authorities, which operate at grassroots level where citizens urgently need to access services via e-governance to avoid the normal red tape that characterised paper-based or mechanical approaches that up to now marked the operations of these local authorities. Such a lack of studies on e-records management in local government authorities, particularly in the context of Tanzania where this study was conducted, clouds the actual state of e-records readiness at grassroots level where local government operates.

3. Purpose of the study

The purpose of the study was to find out the state of e-records management readiness in enhancing e-governance at the SMC as a platform of developing a framework for effective adoption of e-records management in local authorities

4. Objectives of the study

The objectives of the study were as follows:

- To determine the availability of an e-records management system for implementing e-governance at the SMC.
- To examine the ICT infrastructures available for e-record management at the SMC.
- To identify policies and guidelines available for e-record management at the SMC.
- To explore the factors limiting e-records management at the SMC.
- To develop a framework for effective adoption of e-records management in local authorities.

5. Literature review

This section presents the literature review pertaining to e-records management for implementing e-government in relation to the research objectives of the study.

5.1 Electronic records management system for implementing of e-governance

The Electronic Records Management System (ERMS) controls the creation, capture and use of e-records in an electronic environment and e-government to improve efficiency of public services (Külcü 2009). ERMS and Electronic Document Management System were established in Canada and Australia, respectively, to integrate paper-based records into e-records systems to facilitate management for service delivery in public offices. E-records management systems have also been established to meet legal requirements and good service delivery (Joseph & Goldschmidt 2012). In this regard, local authorities are potentially in a good position to implement e-government in their provision of services such as voting, tax collection and e-payments. Public offices in East and Southern Africa have largely operated on paper-based systems, which hindered efficiency and delivery of services. The gradual integration from paper-based to computerised systems facilitated the emergence of the requisite efficiency in service provision to the public (Issa & Wamukoya 2018).

The increase of e-records in East and Southern Africa demands proper management in ERMS to enhance the accountability and transparency. In Botswana, ERMS controls performance management systems, annual performance plans and human resources capability (Issa & Wamukoya 2018). Ngoepe (2012) contends that the absence of ERMS would render the management of records, the provision of government services such as education, and healthcare largely inept, coupled with incapacity to hold governors accountable for their decisions and actions. Additionally, Kamatula (2019) contends that both ERMS and DRMS developed by public offices have been implemented to foster e-government for tax payments, obtaining licence and paying utility bills.

5.2 ICT infrastructures for implementing e-government

According to Kamatula (2019), e-records management requires developing ICT facilities, policies, guidelines and capacity building as groundwork particularly in terms of information infrastructures and human resources for implementing of e-government. According to the IRMT (2009), reliable infrastructure for managing e-records is crucial for ensuring the security of records since the loss of information might endanger the implementation of e-government services. Külcü (2009) states that the United Kingdom, the United States and Canada established good infrastructures for fostering e-records management for good governance in public offices.

5.3 ICT policies and guidelines for implementing e-government

The implementation of ISO 15489 led to technological development towards e-records management in public offices. According to Kashaija (2019), the federal government of Canada managed to ensure the security of personnel records in a digital environment through the formulation and implementation of the Personal Information Protection and Electronic Documents Act of 2000 and established its efficacy. In the Southern African Development Community (SADC), e-readiness requires the development of ICT policies, legislation and regulatory frameworks, and capacity building in terms of information infrastructures and human resources (Kamatula 2019). Such policies and guidelines provide a framework for e-records creation, capture and use, in addition to ensuring the security of e-records to boost accountability and transparency in public offices.

5.4 The implementation of e-records management

Issa and Wamukoya (2018) explored the serious challenges to the implementation of e-readiness in East and Southern Africa such as shortage of skilled manpower, expensive, poor infrastructure, poorly skilled societies, low education levels, high cost of internet access and lack of ICT awareness. Kyobe et al. (2009) and Mutula and Mostert (2010) in their studies explored poor e-records management which was associated with poor implementation of legal frameworks. The same results were recognised by Asogwa (2013) in Nigeria where public offices faced challenges in effective management of e-records due to a lack of compliance with legal frameworks. Ndenje-Sichalwe (2010) revealed that the East and Southern African Regional Branch of the International Council on Archives (ESARBICA) such as Kenya and South Africa were still behind in adopting e-records management. Indeed, ESARBICA countries lacked hardware, software, training, consultancy, networking, system maintenance, policies, user-friendly system identification and security measures against unauthorised access (Kemoni 2009; Ndenje-Sichalwe 2010). Asogwa (2013) discloses that ineffective e-records management systems stemmed from a lack of trained staff and limited professionals, leading to challenges to effective and efficient e-records management in Africa. These empirical studies show how the paradigm shift of e-records management created challenges in developing countries.

Tanzania witnessed a paradigm shift in its endeavour to attain e-government requirements. Studies on the Tanzania Local Government (TLG) such as those by Madulu (2016); Athman (2019) and Rutta (2020) explored how the TLG was characterised by a lack of ICT policies and infrastructures, little support in e-records management and professional training. Poor e-records management in the TLG emerged to affect e-government requirements in Tanzania. Generally, e-government aims to deliver timely public services through local governments, which work close to citizens through grassroots connections. This feat cannot be attained without effective e-records management in the TLG. In essence, this study explored areas of weakness at the SMC that needed addressing to create conditions amenable to engendering the effectiveness of e-records management aimed at fulfilling e-government functionalities.

6. Methodology

The study employed a case study design for in-depth investigation of the problem, whereby the qualitative approach facilitates data collection and analysis. The nature of the problem placed demands on the study to explain attitudes and observation of the real situation. The SMC was deemed useful for the investigation of the problem as potential municipal council supporting the economy of the government and providing service to citizens of the Singida region. A non-probability purposive sampling method was employed to select a sample of 32 respondents. The purposive sampling method was used on all 32 respondents, which includes records management assistants, human resource officers (HROs), secretary, ICT officers and action officers. All the participants were selected because they were creators, users and custodians of e-records.

Data were collected using interviews, group discussions (group interview) and observation methods to meet qualitative data. The use of multiple data collection methods intended to ensure data triangulation. An interview guide and an observation checklist were adopted to collect primary data. Face-to-face interviews were held with key informants, including one records management assistant, one secretary, three HROs and two ICT officers. Group discussions were conducted with 12 records personnel and 13 action officers since they were many and some

questions required discussions to solve the problem. An observation checklist was used to guide observation pertaining to the availability of ICT infrastructure, systems used to keep records and security measures on e-records management attained by the SMC.

Data were subjected to thematic analysis, which requires related themes and major concepts to be identified in relation to research objectives. Data reliability and validity were attained using triangulation (using two or more) of the data collection methods. Ethical principles were adhered to through informed consent from respondents at the SMC, observing the principle of voluntary participation and high level of confidentiality.

7. Presentation of results

This section presents the results obtained at the SMC through interviews, group discussions and observations. The research presentation is based on the objectives of the study, which were to determine the availability of records classification systems for implementing e-governance, examining the infrastructures available for e-records management, e-records management policies and guidelines, and factors limiting e-records management at the SMC

7.1 E-records management system for implementing e-governance

This objective was aimed at determining how records are received and captured in the system. Furthermore, the researcher sought to determine the usefulness of the system and its compatibility to e- records management at the SMC. According to the National Records and Archives Management Policy (NRAP) (2011:15), public offices shall ensure that all records created or received in the course of government business are captured in record-keeping systems with sufficient information (metadata) about the record and its record-keeping system.

Regarding these legal requirements, records personnel were asked to indicate how records were received at the SMC. Most respondents mentioned paper as a way of receiving records such as by hand and through the post office and few reported that, sometimes, records were received through email. This finding justified the reason for asking respondents how records are handled after being received through email, and who is mandated to receive those e-mails. The findings showed that, personal secretaries (PS) and ICT officers were mandated to receive e-mails, which were printed out before being sent to the records office for normal registry procedures. Participant 1 reported that:

...PS and ICT officers receive e-mails and then e-mails are printed and submitted in paper format to the records office for normal procedures.

When respondents were asked why the keyword system had yet to be installed and used at the SMC, their response showed that the management lacked resources to install the system. Participant 3 claimed that:

... [The] Head of record office asked the management to install keyword system but this was not attained since the management claimed that they lack resources to install the system.

This shows that the management did not make the system installation able to promote e-records management. When the researcher asked the management why it had to support e-records management systems, the same answer of lack of resources emerged. Participant 2 reported that:

... we don't have keyword system and other infrastructures, the municipal plan, is in next financial year is to ensure that keyword is installed and other electronic records management requirement...

The SMC used numerical, alphanumerical and alphabetical systems to manage paper-based records that are not compatible for e-records management.

7.2 ICT infrastructures available for e-record management

This section determined whether the SMC had adequate and appropriate infrastructures to support e-records management in the aspect of ICT facilities, policies and guidelines, and security measures. This objective was attained through interview and observation, which illustrates figures to the real situation as presented in the sub-sections below.

7.2.1 ICT facilities available at the SMC

Through observation, the study found that computers, internet connection, printers and scanners were available but were found in few offices. Picture 1 reflects ICT facilities found in action officers' offices:



Picture 1: ICT facilities in action officers' office at the SMC

Source: Field Data (2020)

Picture 1 shows printers and computers available and used to create records in an action officer's office. Although there were such facilities, record offices had no facility pertaining to e-records

management. No computers, internet connection, printers or scanners were found in the records office. Researcher observed many paper files in tables without any computer or printer. Picture 2 illustrates the real situation found in the records office.



Picture 2: Records management infrastructures in record office at the SMC
Source: Field Data (2020)

Picture 2 indicates that there were no adequate storage facilities to meet capacity of records available. Moreover, picture 2 gives a full picture of creating and using paper-based records.

7.2.2 Security measures available for e-records

The policy issues no. 6 and 7 of the National Records and Archives Management Policy of 2011 require each public office to ensure storage and protection of records against disaster and unauthorised access. This aspect was inadequately attained by the SMC since there was neither a written disaster preparedness plan nor a vital protection plan. There was no confidential registry to protect sensitive-records at the SMC. However, the researchers did not observe any security measure posed in administrative registry. When the researchers asked ICT officers to indicate how e-records were protected, and outline unwritten guidelines and procedures, they said these were only used to protect e-records at the SMC. Participant 5 reported that:

...ICT officers ensure security of e-records by following normal procedures by ensuring that deleted records are permanently removed from the network drives, sensitive-records are not stored in computer hard drives, provision of antivirus, use of password and locking an office. Also, we encourage staff to avoid posting any office document via social media such as face book, group WhatsApp and Instagram.

Although there were precautions on e-records received, the available initiatives were still inadequate to meet natural disasters such as fire, earthquakes and floods.

7.3 E-records management policies and guidelines available at the SMC

According to the NRAM Policy (2011:15), “The government shall develop and approve standards, procedures and guidelines for the management of electronic documents and records”. This study found that there was no organisational policy, procedures and guidelines written to guide the management of both paper and e-records at the SMC. Normal and unwritten procedures and guidelines were deployed to handle paper records. The SMC has no plan for e-records management policies and guidelines since there were no e-records management systems installed at the SMC. This aspect emerged when the researcher asked the respondents to state how they managed records without any policy, guidelines and procedures. Participant 3 said:

...Record personnel use normal procedures of handling files, ensuring sensitivity and security of records [...]. Currently we don't have any plan of e-records management policy because we deal with only paper records management systems.

This statement confirmed the truth that there was neither an ICT policy nor guidelines for e-records management at the SMC since there was no initiative to establish an e-records management system.

7.4 Factors limiting e-records management at the SMC

This section was used to determine factors limiting e-records management readiness to identify areas of weakness to be addressed for better e-records management as prerequisites for e-government in local authorities. Regardless of other factors such as a lack of e-records management systems, policies and guidelines, security measures and ICT infrastructures as discussed in the objectives above, there were other challenges limiting the implementation of e-records management at the SMC. These challenges included inadequate technical staff, inadequate resources, lack of budget dedicated to e-records management, lack of knowledge and skills, and lack of storage space and storage facilities. The lack of knowledge and skills pertaining to ICT applications affected e-records management among records staff. Due to lack of ICT knowledge among record staff, e-mails sent and received at the SMC were controlled by either PSs or ICT officers, hence only printed records were sent to the records office. Participant 1 reported that:

...All official e-mails received and sent from our organisation are controlled by ICT officers, [...] our record office deals with only printed documents because of lack of knowledge of controlling e-mails from the system.

Participant 3 reported that:

[...] e-mails are received by either PS or ICT officers, though they lack knowledge and skills of best procedures and practices of records management like secrecy and confidentiality.

Due to lack ICT knowledge and skills, e-records management responsibilities are vested in the hands of non-record staff. This gap led to ineffective e-records management at the SMC. Participant 4 commented that:

SMC need to hire qualified record personnel and provide training to keep them updated with new technology systems to be aware of ICT applications requirements for better management of e-records.

It was found that the head of the records office was the only person who attended records management seminars, which did not accommodate e-records management: Participant 3 reported that:

...Record personnel receive a lot of training invitations from colleges but due to lack of funds we fail to attend that training. One day the management proposed that our supervisor should attend the seminar though it was not e-records management course.

According to ISO15489-1(2016), records professionals are wholly responsible for all aspects of records in whatever format, which differs from what was found at the SMC. The impact of managing records by non-professional could affect principles of records management. Lack of funds limited the implementation of e-records management at the SMC. Most respondents stated lack of budget to support implementation of ICT infrastructures. During group discussions, participant 3 claimed that “the budget to support e-records management was adequate since there is not any computer supplied in registry”.

ICT infrastructure are expensive, which requires adequate budget to meet facilities such as computers, internet cables, training and hiring qualified ICT officers to support its implementation. Lack of funds was explored as a factor affecting e-records management at the SMC since there were poor ICT infrastructures and lack of training in ICT applications as the following interview extract attests:

...There is inadequate funding for buying enough computers and accessories, lack of relevant training on ICT skills and issues of e-records and other related systems. For instance, some staff are not even aware of government mailing system.

Furthermore, it emerged that lack of storage space and storage facilities further affected e-records management at the SMC. The researcher observed that there were not adequate or appropriate facilities to support e-records management because the records office was characterised by many paper records on shelves and in boxes, as indicated in picture 3.



Picture 3: Storage facilities available at the SMC

Source: Field Data (2020)

This situation evidences the extent to which the SMC lags behind in ensuring storage environment of e-records to support e-government in Tanzania.

8. Discussion of findings

This section discusses the findings obtained at the SMC through interviews, group discussions and observations.

8.1 E-records management system for implementing of e-governance

The findings showed that although records were received electronically, there was still no direct system to receive and capture records without being migrated to a paper-based format. PSs and ICT officers were responsible for receiving e-mails and sending them to the record office. If the SMC had the e-records management system, records could have been received and captured by the records staff and handled electronically for accounting officers. The eGA introduced e-office by encouraging each public office to install a keyword filing classification system as the only system compatible with supporting e-records management. This study surveyed the system, although the SMC used a variety of systems; none of which had a keyword filing classification system. The researcher observed that the SMC used alphabetical, alphanumerical and numerical filing systems. No respondent identified keyword filing classification system. The systems used at the SMC such as numerical, alphanumerical and alphabetical systems are incompatible with e-records management. Furthermore, the results showed that although some of records were received electronically, they still had to be migrated to paper due to lack of e-records management system. Furthermore, these findings revealed that the SMC was not ready to support e-government because they lacked e-records management systems. These results aligned with observation of Rutta (2020) who found out that poor e-records management was caused by the absence of a keyword system for installing e-office at Kinondoni Municipal Council.

8.2 ICT infrastructures available for e-records management

E-records management depends on appropriate storage media and facilities, internet connection, servers and computers. These tools were not found in records offices since all record offices were characterised by accumulation of large amounts of paper files without an e-records management facility. This indicates that the SMC was not ready for e-records management to support e-governance. Lack of e-records management practices to meet e-government requirements represented a serious impediment. Although there were precautions on e-records received, the available initiatives were still inadequate to prevent damage from natural disasters such as fire, earthquakes and floods. There were also no e-records storage media available for e-records management. Only computer drives were used to keep e-records temporary before printing them. There was also no registry for confidential records. The same results by Ndenje-Sichalwe (2010) found that public offices in the ESRBICA region lagged behind in ensuring security of records against disaster and unauthorised access.

8.3 E-records management policies and guidelines available at the SMC

According to the NRAM Policy (2011:15), “The government shall develop and approve standards, procedures and guidelines for the management of electronic documents and records”. Each public office, therefore, has to develop an e-records management policy, procedures and guidelines to guide and limit record practitioners’ actions in dealing with e-records. The SMC had no initiative to establish an e-records management system. Yet, records management policies and guidelines could guide e-records management among records practitioners. Kemoni (2009) observed the same in the ESARBICA region where public officers encountered challenges such as lack of policy, legislation and standards for e-records management.

8.4 Factors limiting e-records management at the SMC

This section was used to determine factors limiting e-records management readiness to identify areas of weakness to be addressed for better e-records management as prerequisites for e-government in local authorities. Regardless of other factors such as lack of e-records management systems, policies and guidelines, security measures and ICT infrastructures, as discussed in the objectives above, other challenges limited the implementation of e-records management at the SMC. These challenges included inadequate technical staff, inadequate resources, lack of budget dedicated to e-records management, lack of knowledge and skills, and lack of storage space and facilities. These findings were congruent with the findings of Athman (2019); Kemoni (2009); Kamatula (2019); Madulu (2016) and Rutta (2020).

The study established that lack of knowledge and skills pertaining to ICT applications affected e-records management among records staff. Due to lack of ICT knowledge among record staff, e-mails sent and received at the SMC were controlled by either PSs or ICT officers, hence only printed records were sent to the records office. According to ISO15489-1(2016), records professionals were wholly responsible for all aspects of records in whatever format, which differed from what was found at the SMC. The impact of managing records by non-professionals could affect principles of records management. Lack of funds limited the implementation of e-records management at the SMC. Most respondents claimed lack of budget to support implementation of ICT infrastructure.

8.5 Framework for effective adoption of e-records management in local authorities

Over the long term, local authorities have to attain e-records management for improved e-government in Tanzania. Local authorities needed to adopt ERMS for capturing, maintaining and distributing information to control resources and timely delivery of services to citizens. After all, ERMS would enhance tax collection and control over all sources of income in electronic environments at local level. Thus, local authorities should comply with the Records and Archives Management Act No. 3 of 2002 and the Registry Procedure Manual of 2007, which requires installing and using the Keyword File Classification System, as the system certified to adopt e-records management in Tanzania. ICT facilities such as computers, networks, servers and digital preservation facilities had to be considered for adoption of e-records management at local level. Furthermore, there had to be institutional policies and guidelines to provide a framework of creators, users and custodians in dealing with e-records management. Furthermore, there had to be regular capacity building aimed at meeting all the requirements of e-records management. All these aspects could be attained under qualified and trained personnel available in the local level.

9. Conclusion

This study established the gap between e-records management and e-government in local authorities. Another gap this study established was between records professionals and ICT professionals in managing e-records. The study established that ICT professionals managed e-records without records management skills. Meanwhile, records management professional possessed records management skills without ICT knowledge and skills, hence the gap in implementing e-records management. Consequently, the SMC failed to put in practice the e-records management required to support and sustain e-government in Tanzania. The aim of e-government was to enhance timely service delivery to citizens. This target was not attained in most citizens since many citizens received services through local authorities where e-government was not yet attained.

10. Recommendations

This study proposes a framework for effective adoption and management of e-records for executing e-governance. In this regard, the SMC, as an example of local authorities, should bridge the gap between e-government and e-records management by imparting e-records management skills and knowledge on records staff and IT staff. Moreover, there must be cooperation and communication between record staff and IT staff on how to deal with e-records. Doing so would facilitate the attainment of the set objectives through training in ICT applications and principles of the best records management practices. Furthermore, supplying adequate and appropriate ICT equipment and storage facilities and their maintenance is essential in e-records management. Developing ICT policies and guidelines and implementing national policies and facilities should also be considered in efforts aimed at meeting the legal requirements pertaining to efficient and effective management e-records. All these aspects could be attained by allocating sufficient budget to the records management unit to meet all e-records management requirements. Furthermore, the study beseeches other researchers to study the role of the central government in enhancing e-records management in local authorities as one aspect of promoting, maintaining and sustaining e-government in Tanzania.

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