

**CONTRIBUTION OF RECORDS MANAGEMENT TOWARDS
IMPLEMENTATION OF THE BIG RESULT NOW INITIATIVE AT THE
FORMER PRESIDENT'S DELIVERY BUREAU IN TANZANIA**

BY

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DEDICATION

Thankful to almighty God for his grace and protection, I dedicate this work to Malulu's family (my father Peter Malulu Bulugu, my mother Jane Malulu, my lovely wife Rainfrida Malulu my children (Godliva, Nashon and Trisha for their undisputed love and prayers during the whole time of writing this thesis.

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ABSTRACT

Records management is a crosscutting issue, whereas initiatives aimed at enhancing economic performance, increasing government accountability, and strengthening civil society such as anti-corruption efforts, administrative and civil service reform, decentralization, electronic government, legal and judicial reform, public expenditure management, tax policy and administration, and access to information all rely on access to accurate, reliable and trustworthy records. The Big results now initiative launched in Tanzania to eliminate the culture of business as usual, to enhance accountability, efficiency as well as promotion of result-based performance in all government activities for selected government agencies. Despite the vital role which records play in promoting delivery of results, the programme does without recognizing the importance of reliable records in supporting the implementation. The study's goal was to examine records management's contribution to the president's delivery bureau in Tanzania's implementation of the big results now program and to offer records management enhancement measures. The study was informed by four objectives which were to; explore functions of the former President's Delivery Bureau, Examine the adequacy of current recordkeeping practices of the bureau, examine the issues that arise in the management of records, and make recommendations for effective record-keeping systems. The DIRKS methodology manual guided the study whereas the records life cycle concept and continuum model were traced. The study employed a qualitative research approach whereby case study design was used to selection of data collections instruments, analysis and presentation of findings. The study used purposive sampling procedure to sample 26 respondents comprising of Directors, Managers, Human resources and administration officer, Analysts, Accountants, IT and registry staff. Data was gathered using a semi-structured interview approach, with documentary review as a supplement. There was a link between the functions and the records created or received at the former. President's Delivery Bureau according to the findings and that record were the basis for effective implementation of Big Result Now initiative. Other findings included the fact that, despite the critical importance of records management in providing services, the current records management infrastructure was woefully insufficient. Various shortcomings in financial allocation, storage facilities, personnel levels, lack of top management support, and the absence of a records management strategy were also mentioned as contributing causes to inadequate records management. The study finds that in order to be effective and effective implementation of this kind of initiatives improvements and prior Top management should be in charge of incorporating records management. According to the study's findings, the former President's Delivery Bureau should develop and implement a records management policy as soon as possible, seek top-level management support, build capacity for records staff, increase budget allocation for records management, and launch a records management sensitization program, among other things.

TABLE OF CONTENTS

| | |
|--|-----------|
| DECLARATION | ii |
| DEDICATION | iii |
| ACKNOWLEDGMENT..... | iv |
| ABSTRACT..... | v |
| TABLE OF CONTENTS..... | vi |
| LIST OF TABLES | xi |
| LIST OF ABBREVIATIONS AND ACRONYMS | xii |
| CHAPTER ONE | 1 |
| INTRODUCTION AND BACKGROUND INFORMATION..... | 1 |
| 1.1. Introduction..... | 1 |
| 1.2 Records | 1 |
| 1.3 Records Management in Global Perspectives and Africa..... | 6 |
| 1.4 The Status of Records Management in Government Ministries | 7 |
| 1.5 Status of Skills and Training of Registry Staff in Government Ministries in Tanzania..... | 10 |
| 1.6 The President’s Delivery Bureau | 13 |
| 1.7 Statement of the Problem..... | 14 |
| 1.8 Aim of the Study | 15 |
| 1.9 Specific Objectives | 16 |
| 1.10 Research Questions | 16 |
| 1.11 Assumptions of the Study | 16 |
| 1.12 Significance of the Study | 17 |
| 1.13. Scope and Limitation of the Study..... | 18 |
| 1.13.1 Scope of the Study | 18 |
| 1.13.2 Limitations of the Study..... | 18 |
| 1.14 Chapter Summary | 19 |
| 1.15 Definition of Terms..... | 19 |
| CHAPTER TWO | 22 |
| LITERATURE REVIEW | 22 |
| 2.1 Introduction..... | 22 |

| | |
|--|-----------|
| 2.2 Theoretical Framework..... | 22 |
| 2.2.1 Records Life Cycle Model..... | 23 |
| 2.2.2 Records Continuum Model..... | 24 |
| 2.2.3 The DIRKS Methodology..... | 25 |
| 2.3 A Record..... | 28 |
| 2.3.1 Nature and Characteristics of a Record | 29 |
| 2.3.1.1 Authenticity of a Record..... | 29 |
| 2.3.1.2 Usability of a Record | 29 |
| 2.3.1.3 Reliability of a Record | 30 |
| 2.3.1.4 Integrity of a Record | 30 |
| 2.3.1.5 Records Management..... | 30 |
| 2.3.1.6 Importance of Records Management in Public Sector | 31 |
| 2.4 The Current State of Records Management in Tanzania MDA's..... | 32 |
| 2.4.1 Legal and Regulatory Framework for Records Management in Tanzania..... | 36 |
| 2.4.2 Records and Archives Management Act No.3 of 2002 | 36 |
| 2.4.3 The National Records and Archives Management Policy of 2011..... | 37 |
| 2.5 Information and Communication Technology, e-Government Implementation in MDAs in Tanzania..... | 37 |
| 2.5.1 Role of Records Management in Implementation of ‘‘Big Result Fast’ in Malaysia and drawback Experienced..... | 38 |
| 2.5.2 Chapter Summary | 40 |
| CHAPTER THREE | 42 |
| RESEARCH METHODOLOGY | 42 |
| 3.1 Introduction..... | 42 |
| 3.2 Research Design..... | 42 |
| 3.3 Target Population..... | 43 |
| 3.4 Sampling and Sample Size..... | 44 |
| 3.5 Data Collection Methods | 45 |
| 3.5.1 Qualitative Interviews..... | 45 |
| 3.5.2 Documentary Review..... | 47 |
| 3.6 Data Collections Procedures | 47 |

| | |
|--|-----------|
| 3.7 Test for Validity and Reliability | 48 |
| 3.8 Data Analysis | 49 |
| 3.9 Ethical Considerations | 50 |
| CHAPTER FOUR..... | 52 |
| DATA PRESENTATION, ANALYSIS AND INTERPRETATION | 52 |
| 4.1 Introduction..... | 52 |
| 4.2 Respondents Characteristics | 52 |
| 4.2.1 Respondents Academic Qualifications | 53 |
| 4.2.2 Position within the Bureau..... | 53 |
| 4.3 Functions at Presidents delivery bureau and Types of Records Generated | 54 |
| 4.3.1 Functions of PDB towards Implementation of the Initiative | 54 |
| 4.3.2 Formats of Records Received or Generated | 64 |
| 4.3.3 Categories of Bureau Records that Supports Implementation of BRN | 65 |
| 4.3.4 Creation of the Records | 66 |
| 4.3.5 Users of the Bureau Records..... | 66 |
| 4.4 Adequacy of Existing Recordkeeping Practices, Policy and Procedure in Supporting Implementation of BRN Programme | 68 |
| 4.4.1 Records Management Policy that Governs the Management of Records..... | 68 |
| 4.4.1.1 Response from Top Management | 69 |
| 4.4.1.2 Data Collected from Registry Staff..... | 69 |
| 4.4.1.3 Data Collected from Other Supports Staffs (Human Resource and Administration)..... | 70 |
| 4.4.2 Availability of ICTs Facilities and Security Systems in the President's Delivery Bureau | 70 |
| 4.4.2.1 Response from IT division..... | 71 |
| 4.4.3 Records Management Legislation and Regulation | 72 |
| 4.4.4 Calibre of Personnel for the Management Records (Human Infrastructure)..... | 73 |
| 4.4.4.1 Data Collected from HRAM..... | 75 |
| 4.4.4.2 Data Collected from ICT Staff..... | 75 |
| 4.4.5 Physical Environment for Management of Records in the Bureau Registry (Physical Infrastructure)..... | 76 |

| | |
|--|-----------|
| 4.4.6 Budget Allocation for Records Management (Financial Capacity)..... | 76 |
| 4.4.6.1 Data Collected from Accountants..... | 77 |
| 4.4.7 Availability of Records Retention Schedule..... | 77 |
| 4.5 Challenges Faced in the Management of Records..... | 77 |
| 4.5.1 Challenges that Faced Implementation of Big Results Now Initiative..... | 77 |
| 4.5.1.1 Data Collected from Top Management..... | 78 |
| 4.5.2 Challenges that Hinder the Effective Management of Records..... | 79 |
| 4.5.2.1 Data Collected from ICT Staff..... | 82 |
| 4.6 The Appropriate Strategies towards Sound Management of Records in President’s Delivery Bureau in supporting implementation of BRN initiative..... | 84 |
| 4.6.1 Data Collected from Top Management..... | 84 |
| 4.6.2 Data Collected from Line Managers..... | 85 |
| 4.6.3 Data Collected from Registry Personnel..... | 85 |
| 4.6.4. Data Collected from ICT Division..... | 87 |
| 4.6.5 Data Collected from Account Unit..... | 88 |
| 4.7 Interpretation and Discussion of Research Findings..... | 88 |
| 4.7.1 Functions of the Former President Delivery Bureau and Types of Records Generated..... | 88 |
| 4.7.2 Adequacy of Existing Records Management Practices (Infrastructure)..... | 91 |
| 4.7.3 Challenges in Records Management..... | 93 |
| CHAPTER FIVE | 97 |
| RESEARCH FINDINGS SUMMARY, CONCLUSION, AND RECOMMENDATIONS ... | 97 |
| 5.1 Introduction..... | 97 |
| 5.2 Research Findings Synthesis..... | 97 |
| 5.2.1 The Functions and Types of Records Generated at President’s Delivery Bureau..... | 97 |
| 5.2.2 The Adequacy of Existing Records Management practices (Infrastructure)..... | 98 |
| 5.2.3 Challenges Faced by President’s Delivery Bureau in Managing Records | 98 |
| 5.2.4 Appropriate Strategies towards Sound Management of Records | 99 |
| 5.3 Conclusion | 99 |
| 5.4 Recommendations..... | 101 |
| 5.4.1 Developing a Policy for the Management of Records | 102 |

| | |
|---|------------|
| 5.4.2 Capacity Building for Registry Staff | 102 |
| 5.4.3 Allocation of Adequate Budget for Management of Bureau Records | 102 |
| 5.4.4 Installation of Records Management Workflow Systems | 103 |
| 5.4.5 Launch of Records Management Awareness Campaign | 103 |
| 5.4.6 Installation of Reliable Solar Power and Automated Generators | 104 |
| 5.4.7 Take Adequate Security Measures..... | 104 |
| REFERENCES..... | 106 |
| APPENDICES | 111 |
| Appendix I: Letter of Information | 111 |
| Appendix II: Interview Schedule for Directors, and Managers at the President’s Delivery Bureau..... | 112 |
| Appendix III: Schedule of Interviews for Registry Personnel at the Former President's Delivery Bureau | 114 |
| Department..... | 114 |
| Appendix IV: Interview Schedule for the previous President's Delivery Bureau's Human Resource and Administration Manager, IT and Accountants, and Analysts | 117 |
| Appendix V: Pre-test Checklist | 119 |
| Appendix VI: A Confirmation Letter from President’s Delivery Bureau | 120 |

LIST OF TABLES

| | |
|--|----|
| Table: Sample Population for the Study | 45 |
|--|----|

LIST OF ABBREVIATIONS AND ACRONYMS

| | | |
|----------|---|--|
| BRN | - | Big Result Now |
| DUN | - | Dial Up Networking |
| ESARBICA | - | East and Southern Africa Regional Branch of International Council on Archives |
| GTP | - | Government Transformation Programme |
| HRAM | - | Human resource and administration manager |
| ICT | - | Information and Communication Technology |
| IRMT | - | International Records Management Trust |
| ISO | - | International Organization of Standardization |
| IT | - | Information Technology |
| KPI | - | Key Performance Indicator |
| LAN | - | Local Area Network |
| MDA's | - | Ministries, Departments and Agencies |
| NKRA's | - | National Key Results Area's |
| PDB | - | -President's delivery bureau |
| PSRP | - | Public Sector Reform Programme |

- RAMD - Records and Archives Management Department
- RMCAS - Records Management Capacity Assessment System
- RMP - Records Management Policy
- TANESCO - Tanzania Electricity Service Company
- URT - United Republic of Tanzania
- WAN - Wide Area Network

CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.1. Introduction

This chapter gives background information to the study and the organisation where the study was based. It gives an overview of records, and records management in relation to the implementation of big results now initiative at the president's delivery bureau in Tanzania. The chapter further discusses the statement of the problem, aim of the study, research objectives, research questions, scope and limitations of the study.

1.2 Records

Records play a crucial role in most human endeavours and are essential to many of our business and social interactions. Every activity or services carried out or to be carried out generates records, therefore records are main sources of information and the tools with which an organization's business is transacted. Duranti et-al (2010) observe that records represent all documentary materials such as correspondence, forms, reports, drawings, maps, and photographs. Records appear in various physical forms, such as paper, cards, microfilm, tape, CD-ROM, and so on which can be preserved for short or long periods.

Records play an important role in the communication of government accountability. Records and the evidence they contain are the instruments by which governments can promote a climate of trust and demonstrate an overall commitment to good governance (Millar 2003), and (World Bank and International Records Management Trust 2000). Managed records, as documentary evidence, provide the foundation for

good governance, accountability and the rule of law. Ngulube (2004) argued that records confirm the work of employees, their pensions and their rights, provide evidence when reviewing policies, provide citizen's rights and protect organizational interests and those of its staff and clients. Records support decision-making, organize documents, provide evidence of policies, decisions, transactions and activities, and support the government in cases of litigation.

Popoola (2000) observes that what actually keeps institutions going on in any modern system is recorded information called "records" which inform the process of planning, decision making, and controlling an organization. The reason behind is records evidences actions, processes and decision made by public servants. The effective management of records which purported to support the administration of development initiatives must be accurate, complete reliable and authentic to support sound implementation of development programmes. Thurston (2005) opine that effective records management is a crosscutting issue whereas initiatives aimed at enhancing economic performance, increasing government accountability, and strengthening civil society such as anti-corruption efforts, administrative and civil service reform, decentralization, electronic government, legal and judicial reform, public expenditure management, tax policy and administration, and access to information all rely on access to accurate evidence.

In that regard sound records management is the heart of good public management since government activity are dependent on access to information. Because every single activity in government requires accurate, reliable, complete and authentic records to enhance accountability and transparency for good governance and

promotion of service delivery. Records have proved to be vital regardless of the form in which they are produced in evidencing action and processes carried out by public servants.

In the public sector, well-established records management systems encourage public officials to be responsible, transparent, and trustworthy in their decisions and activities. The importance of effective and efficient records management is crucial. In all accountability forums, records are consulted as proof of activity by senior managers, auditors, concerned citizens or by anyone inquiring a decision, a process or the performance of an organization or an individual (Palmer 2000).

Marutha (2011) from the According to State Records New South Wales (2004), records are used to establish what happened, why it happened, and who did it. Records are important to satisfy legal, financial, and accountability obligations and act as a tool for simple accountability. Officials cannot be held responsible or fraud punished without well-managed records. (Schenkelaars and Ahmad 2004). However According to Wamukoya (2007), inadequate records management leads to poor decision-making, lack of transparency and accountability, theft, corruption, and resource looting, mistrust among stakeholders and public, low productivity, inability to satisfy duties and mandates, and litigation susceptibility. As a result, records are the lifeblood of any company. in enhancing performance through quality services and services delivery as well as customer satisfaction facilitated by accuracy of information when needed.

Furthermore, Lowell (1987) as cited by Mnjama and Wamukoya (2006) opined that government records have a unique character that imposes special responsibilities on

the agencies that preserve and manage them, the value of state records is derived from the information and evidence they include. State records not only preserve previous judgments, but they also frequently create and defend ongoing government and citizen rights and duties. He continues by stating that records are an excellent source of knowledge. Accountability to the public for how elected politicians and the bureaucracy have carried out their public trust and citizen mandate. Piggot (2002) provides perhaps the finest assessment of the value of records, stating that authorities are compelled to make judgments on an ad hoc basis without the advantage of institutional memory if they do not have access to reliable records. Fraud is impossible to establish, audits are impossible to conduct, and government acts are not available to scrutiny. There are various reasons why governments must effectively manage and retain records in the context of good governance. These are the causes, according to Piggot *ibid.* (2002):

- Governments rely on legislative records, court records, police and prison records to preserve the rule of law.
- Government relies upon policy files, budget papers, accounting records, procurement records, personnel records, tax records, election registers, property and fixed asset registers to demonstrate accountability to its citizens.
- The protection of entitlements depends on pension records, social security records, land records, birth and death records.
- In providing services to citizens, a government needs hospital records, school records, and environmental protection monitoring records. .

- In documenting its relationship with other countries, government has to maintain foreign relations and international obligations treaties, correspondence with national and international bodies, loan agreements, etc.
- Without adequate records, the effectiveness of development projects cannot be ascertained. Moreover, there is no way of verifying that the development projects fall within acceptable legal, financial and cultural boundaries of a client government or that funds for development are used as intended.
- Lack of records management is directly linked to the persistence of corruption and fraud. Experts in financial management control recognise and acknowledge the fact that well managed records systems are vital to the success of most anti-corruption strategies. Records provide verifiable evidence to fraud that can lead investigators to the root of corruption. Well-managed records can act as a cost-effective restraint on the whole prevention is much cheaper than prosecution.
- The loss of control of records has consequences for all citizens, especially for the poorest who are least able to defend themselves. Relevant, accurate and complete public records must exist if governments are to preserve the rule of law and to demonstrate fair, equal, and consistent treatment of citizens.

Therefore, well managed records are a foundation for good governance. They serve both to document the policies, transactions and activities of governments and to provide a trusted source of information to support decision-making and accountability (IRMT 2008).

1.3 Records Management in Global Perspectives and Africa

Records management in public sectors still faces variety of impediments such as lack of relevant legal and policy framework, inadequate skills and knowledge on records management by registry staff, poor governments support in provision of adequate budget for records management functions, the challenge brought by technology on electronic records and preservation of records with enduring value in ICT's environment (World Bank and International Records Management Trust, 2000). Moreover in most public enterprises, including government, records management has neither been integrated nor considered as a strategic management function together with other information management functions of the enterprise Sichelwe (2011), and Mnjama (2004). That situation impedes the capacity of government to carry out economic and administrative reform programmes aimed at achieving efficiency, accountability and enhanced services to citizens (World Bank and International Records Management Trust 2000). In Tanzania, as in many other African countries, the management of public records has been and still is in a very weak state Katundu (2002), Kitalu (2001 *ibid*). Prior to 1997 the system of managing public records had virtually broken down URT, (2005). The Records and Archives Management Act of 2002 established the Records and Archives Management Department (RAMD) to provide for the proper administration and better management of public records and archives throughout their life cycle. However, the situation in Tanzania is compounded by the fact that records both in paper and electronic formats are inadequately and inefficiently managed (Kalumuna (2000) Kitalu, (2001); Lyaruu, (2005); Ndibalema, (2001)).

Barata et al. (2001) in Sichalwe (2011) stated that managing records within individual ministries was fragmented and ad hoc. No one person was responsible for ensuring that public records were kept in good order and that those designated for disposal are not destroyed on time, causing excessive volumes of records to pile up and clog the system. Furthermore the Public Service Reform Programme (PSRP) introduced in many African countries including Tanzania has consistently emphasized the importance of improving the quality of records management as a basis for decision making, more timely service delivery and financial savings (International Records Management Trust 2007) and (Manyambula 2009). Then the management of public records in many African countries has been characterized as an area of crisis (International Records Management Trust and World Bank, (2003) and (World Bank and International Records Management Trust, 2005).

1.4 The Status of Records Management in Government Ministries

Many government operations that traditionally depended on information derived from paper records have become partially or wholly automated, IRMT (2009). As governments migrate to an on-line environment, records in electronic form are providing the basis for conducting business, serving the public, managing state resources, measuring progress and outcomes, and protecting their own and others' rights. Furthermore, Records management is becoming increasingly dependent on technology. It is important therefore to have objective means of assessing the strengths and weaknesses of records systems and determining whether they are capable of capturing, maintaining and providing access to records over time. Governments are now more dependent on information in electronic systems to carry out their day-to-day functions and make decisions; common examples include

systems designed for: Human resource management, financial management, Land administration, Patient/health care management, Licensing, Registration, Benefit delivery, Education delivery.

According to IRMT (2011) new technology is making significant contributions to improving government programmes and services, achieving development goals and advancing e-government strategies. However, records management is not being given the attention it requires in the transition to the electronic environment. In too many cases, ICT systems are introduced without the essential processes and controls for the capture, long-term safeguarding and accessibility of electronic records. This undermines the ability of civil servants and citizens to trust the information generated by government ICT systems. Governments need to act to ensure that ICT systems provide trusted information that is reliable, complete, unaltered and useable. This requires records management solutions to be integrated in ICT systems during their planning and design, rather than be added on during or after implementation.

The Government of Tanzania has been moving forward steadily in building policies and frameworks for ICT/ e-Government IRMT (2011). ICT integration in most ministries can be observed through the installation of computer, local area network and networked systems in human resources management, financial management through the integrated financial management systems, and launching of e-government programmes. Furthermore, Tanzania has built a strong regulatory framework for managing public sector records, which should provide the basis for developing electronic records management capacity. At present, there is little capacity in this area

and no digital repository in which to store and manage electronic records (IRMT 2011).

With this advancement in ICT use and without doughty creation of electronic records is inevitable resulting to the question of how and in what extent the government is capable of managing electronic records within ministries. Sichelwe et al (2011) stated that Tanzania ministries faces number of challenges in managing its electronic records including lack of computer skills, security of data, fast changing technology, preservation of data, hardware and software dependency, capturing metadata, authenticity of e-records as well as legal admissibility of electronic records. Moreover, IRMT (2008) pointed out that the lack of skills and competencies among archives and records management personnel in the area of electronic records management suggested the inability to play an active role in designing and implementing electronic records management systems.

In addition, there are no plans for ICT and e-government systems which ensure that records are needed for proper functioning of the systems are complete, accurate and accessible, also there are no plans to address the functionality for the management of records from creation to disposition (IRMT 2011).

Furthermore The National records and archives authority is not included in consultations on ICT and E-government initiatives. All these pose a challenge on authenticity and trustworthy of records created by these systems if records manager are not involved in establishment of plans, and systems. Records managers are involved in protecting the authenticity and integrity of records in their lifecycle failure

to involve them in these initiatives the Government is planning for information dark age.

Also Nengomasha (2009) as quoted by Sichalwe (2011) stated that the public service of Namibia had a weak legal and regulatory environment for the effective management of electronic records. She argued that the tradition of poor management of paper records was being transferred to the electronic environment, hampering effective management of electronic records. The electronic records created in the government ministries in Tanzania could also face the same problem since the National Archives personnel indicated that they had not undertaken a survey to determine the number of electronic records being created in the ministries. This concurs with Wato (2006) who reported that the national archives in east and southern Africa had not carried out a survey on the status of e-records created by government bodies and had no capacity to preserve electronic records due to a lack of specialized storage facilities, skills and controlled environment. Since the mandate of a national archival institution is to manage the records of its parent institution, the government, Electronic records also need as much attention as paper records Mutula, (2007); Wamukoya, (2000).

1.5 Status of Skills and Training of Registry Staff in Government Ministries in Tanzania

According to IRMT (2000) the success of any integrated records management program depends on the professional capacity and status of the staff responsible for the use, creation and maintenance of records. This is because the “continuous records management process at any phase of the record life cycle should be performed within

an integrated structure” with no limit to “professional collaboration and development”. A sound education at the point of entry to the profession, competency-based training for continuing professional development and involvement in research based inquiry and knowledge creation all have essential roles in developing and sustaining well rounded records professionals, to the greater benefit of the profession as a whole, Anderson (2007). The archives and records management profession, in common with other professional work groups, requires a complex knowledge base of theory and intellectual technique to underpin its special expertise Shepherd, (2006).

According to Manyambula (2009), and Sichalwe (2011) government ministries registry staff lack adequate training in records management. Majority of registry personnel had received training at certificate level, received training at diploma level, and minimal received training at postgraduate diploma level. It is urged that most workers had not received training in records management. Sichalwe (2011) further noted the level of training of registry personnel was grossly underdeveloped. It is evident that their professional competencies were inadequate. Similarly, Lyaruu (2005) revealed the lack of professionalism in records management is the most fundamental problem plaguing registries in most government ministries and departments in Tanzania. IRMT (2011) opined that in Tanzania there is scheme of service for staff responsible for managing records in electronic or paper form, from creation to disposition. Also, there is no scheme of service spans government and ranges from clerical to management positions.

Manyambula (2009) pointed out that one of the factors which contributed to the poor records management in Tanzania was the lack of training in records management.

Most of the registries were staffed by officers who had received little or no records management training. Office attendants, messengers and gardeners had been promoted and worked as registries personnel in some cases. Lack of training in records management is also one of the problems facing the public sector records management in Namibia. Nengomasha's (2006) noted that government registries were manned by Grade 10, an equivalent of three years of secondary school education, the level which is too low for the competencies and skills required for managing records. Also, action officers had very little regard for the registry clerks, resulting in their setting up their own ring binder system of storing paper documents in their offices, or store information in their computers, or assign their filing to private secretaries, who have no training in the profession.

Ngulube (2001) emphasized that training of records managers should be governed by guidelines that identify the standards upon which education and training institutions develop curricula for their learning programmes. Mazikana (2009) noted that very few archival and records management schools prepared records managers for the front end of records management. Mazikana (2009) stated that most curricula focused on the management of semi- current records or on the point at which records are being off loaded from the records creating institutions to the records centres of the archival institution.

The lack of training to update knowledge and skills of registry personnel would have negative implications in fostering accountability in the public service. Registry personnel need to receive continuous training in order to develop the right attitudes and knowledge in methods and procedures of managing records.

1.6 The President's Delivery Bureau

The President's Delivery Bureau (PDB) is an independent department within the Office of the President mandated to oversee the implementation of BRN and the operation of the BRN Delivery System. It was established through the Minister's [Discharge of Ministerial Functions] Act, Cap.299, under Section 5 (1) in May 2013.

The PDB's core functions are:

- To closely monitor progress of the National Key Result Area (NKRA) initiatives to ensure the Key Performance Indicators (KPIs) remain on track
- To identify blockages and coordinate proactive problem-solving to overcome specific challenges in implementation
- To escalate issues for high-level resolution to the NKRA Ministers or the BRN Transformation and Delivery Council, chaired by the President of the United Republic of Tanzania
- To identify new NKRA's for inclusion in Big Results Now! and run Labs to develop detailed implementation plans

The PDB was supported in these functions by the newly established Ministerial Delivery Units (MDUs) in each Ministry as well as by the existing government structures and systems. Plans were underway to establish Regional Delivery Units for similar purposes.

- **Vision**

To be an effective player in facilitating and ensuring Tanzania's socio-economic transformation

- **Mission**

To facilitate and support H.E, the President of the United Republic of Tanzania in ensuring effective and efficient delivery of agreed initiatives in the National Key Result Areas through coherent priority setting and robust performance monitoring and evaluation

1.7 Statement of the Problem

The 'Big Result Now' initiative is a brilliant programme since it intends to eliminate the culture of business as usual and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward towards economic development. The initiatives reveal that development planning will no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance (URT 2013). For that matter implementation of this initiative requires well-functioning information management systems which capture, maintain and store relevant, reliable and trustworthy records for the public to know and being engaged as well as for the executives to execute their duties in an informed way through authentic documentary evidence. Unfortunately, this initiative has been launched in different ministries and departments where information management remains unsatisfactory to adequately supply relevant and accurate information whenever required. The recordkeeping practices in Ministries, Department and Agencies (MDA's) is characterised by frequent loss of files, poor storage of records, unwarranted retention of files by officers and delays in retrieval of information whenever required. This has culminated to complaints from stakeholders on frequent

delays in decision making caused by inefficiency of the records management sections whom are mandated to receive, capture and store records in accordance to procedures and guidelines (IRMT 2007). As Big Results Now is concerned, delays in decision making, loss of information have a close link to the failure of this initiative if these challenges are not addressed early in order to improve the situation.

Furthermore, the MDA's faces challenges with regards to training of records staffs that lack appropriate knowledge and skills in records management, inadequate number of registry staff, poor remuneration, and there is no policy in place to oversee the handling of ministry records. These issues must be addressed as soon as possible to achieve success. effectiveness and efficiency of the information management systems in order to yield ultimate results to big results now implementation through availability of accurate and reliable information. Despite of the records improvement programme undertaken in 1997 in Tanzania, still these problems exist and have negative impact on the success of any accountability initiatives within the country and also BRN initiative does not address any strategies on improving records management. It's against this background that the study set out assess the contribution of records management towards implementation of BRN initiative and come up with strategies for improvements.

1.8 Aim of the Study

The study's goal was to examine records management's contribution to the president's delivery bureau's implementation of the big results now program, with the goal of providing acceptable records management techniques..

1.9 Specific Objectives

The specific objectives of the study were to:

1. Carry out a function analysis of the Bureau to determine the function and types of records created.
2. Explore the adequacy of existing recordkeeping practices, policies and procedures guiding records management in the Bureau.
3. Examine the difficulties that come with record management.
4. Suggest appropriate strategies towards sound management of records in supporting implementation of BRN initiative.

1.10 Research Questions

The study was guided by the following Research questions;

1. What functions are performed in the President's delivery bureau and the records generated from the functions?
2. How do the existing recordkeeping practices, policies and procedures enhance or undermine implementation of BRN?
3. What are the challenges encountered in the management of records and how does this affect implementation of BRN initiative?
4. Which appropriate strategies can be undertaken towards sound management of records in PDB?

1.11 Assumptions of the Study

Current records management practices are not in favour to the implementation of Big Results Now initiative which is aimed at eliminating the culture of business as usual

and needless confidentiality amongst officials serving the public through results based performance, openness, transparency and accountability within the public services.

Enforcing sound records management strategies will contribute to creation of trustworthy records which will evidence performance and enhance transparency and accountability within the public domain and trigger elimination of culture of business as usual.

1.12 Significance of the Study

The study has the following significances

- i. It is expected that the findings of this study will improve records keeping practices in the President's delivery bureau especially storage of records in their life cycle , provision of in-house training to registry staff on sound records management as well as improvements in movement of files .
- ii. The study hopes to inform and help policy makers, planners and government officials within the bureau and other ministry on developing development strategies which recognize and incorporate records management as catalysts towards achieving intended development programme.
- iii. The study will provide useful insights to records scholars and other information sciences professionals on developing theory on how records management can be integrated in development programmes within the society. The study will also contribute to the body of knowledge on records management and results based management.

1.13. Scope and Limitation of the Study

1.13.1 Scope of the Study

The study was limited to records management practices in the implementation of ‘Big Results Now’ initiative at the president’s delivery bureau in Tanzania. The target respondents were top management team (directors, managers), registry staff and one respondent from Records and Archives Management Department (RAMD). The study represents findings from the bureau on the records management practices which aimed at contributing on the practical strategies to improve records management in the Bureau.

1.13.2 Limitations of the Study

The researcher encountered few limitations as far as this study is concerned .This include: Difficulties from respondents to provide data required in this study because it was a new initiative in the country to them and it was also hard to have enough information which resulted into delays in getting a permit for data collection within the bureau.

To overcome this the researcher explained on the benefits of the study to policy makers and records staff for improved record keeping of the bureau as well as implementation of the initiative ‘

The challenges of travelling outside the country after data collection which prevented the researcher being a public servant to complete this work on time. To overcome this researcher applied for presidential permit to travel which was granted after a long wait.

Also the researcher faced some difficulties in getting data collection permits from the target organizations resulted to delay in collection of data in time, solving the situation the researcher advocated on lobbying to senior officials on the importance of this research hence permission was granted.

1.14 Chapter Summary

This chapter explored issues on records management practices in governance and development programme. The chapter highlighted challenges facing public sector in management of its records and discussed background, aim and objectives of the study. Also, saw the current recordkeeping practices of MDA's characterised by frequent loss of files, poor storage of records, unwarranted retention of files by officers and delays in retrieval of information. In order for the initiative to succeed these problems needed to be addressed in the study and suggest improvement strategies. It is expected that the finding of this study will improve recordkeeping practices of former PDB and other MDA's facing the same problems addressed by the study.

1.15 Definition of Terms

Access: Rights, opportunity and means of finding, using or retrieving information

Accountability: Refers to the requirement that official answers to stakeholders on the disposal or use of the powers or duties and that their act on critics or demands made of them and that they accept responsibility for failure, incompetence, or deceit.

Big Result Now initiative: A Tanzanian developed model copied from Malaysia Big Fast Now as a driving strategy in realising Tanzania development vision of 2025.

Capture: Registration, classification, addition of metadata, and storage of records in a record keeping system.

Classification: the systematic identification and grouping of business operations and/or data into groups based on a set of criteria. logical structure and rules

Creation: The first phase of a record's life cycle in which a record is made or received and then captured in a record keeping system for action or reference

Governance: UNDP defines as the exercises of economic, political, and administrative authority to manage countries affairs of all levels.

Public records: Records created, received or maintained by public offices for conducting their business transactions

Records: The Organization for international standardization ISO 15489 -1 (2001) define records as information created ,received and maintained as evidence and information by an organization or person ,in pursuance of legal obligations or in the transaction of business.

Records management: SO 15489 -1 (2002) define record as a field of management responsible for efficient and systematic control of creation ,receipt, maintenance ,use and disposition of records including the process for capturing and maintaining evidence of information about business activity.

Transparency: Means decisions and their enforcing are done in accordance with established laws and regulations. It also implies that data and information must be

shared. more importantly records are freely available and easily accessible to those who need them or who are affected by a particular decision.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked at the literature on the study's topic. It comprises both theoretical and conceptual literature. First and foremost, numerous academics' views and theories on the study are analyzed and summarized based on various investigations, publications published and unpublished in the field of study. These broadly share results of other studies that are closely related to the study. Also, it provided the framework for establishing the importance and role of records management in enhancing development initiatives as well as the benchmark for comparing the result of the study with other findings.

2.2 Theoretical Framework

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge, within the limits of the critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. Theories in a qualitative research provide broad explanation for behaviour and attitudes and it may be complete with variables, construct and assumptions of the study. Also used to lens and guide the researcher as to what issues are important to examine and the people need to be studied.

Furthermore, theories provide a researcher with many magnifying glasses through which to see complex problems and social concerns, concentrating their attention on

different parts of the data and offering a framework within which to perform their study. Kerlinger (1979) in Creswell (2003) defined theory as a set of interrelated constructs (variables), definitions and propositions that presents a systematic view of phenomena by specifying relations among variables with the purpose of explaining natural phenomena. Then theoretical framework is a consistent and logical way of describing things and issues pertaining to topic understudy by providing reasons, knowledge about the existence of concepts and theories relevant to the study.

In that setting, the researcher was able to critically assess three models typically used in record management, one of which is relevant and drove the entire study. The models that were examined and analyzed were the Records Life Cycle Model, the Records Continuum Model, and The DIRKS technique or handbook..

2.2.1 Records Life Cycle Model

One of the core concepts in records management is that of the record's life cycle. The life cycle of records reflects the opinion that all records, irrespective of form and purpose, pass through certain well- defined phases (Newton, 1989) in Yusuf and Shell (2000). Each phase requires special techniques to ensure effective control of recorded information from unauthorised personnel, alteration, or loss. On the other hand, Yusuf and Shell (2000) states that the record's life cycle means a movement of records in logical steps from the creation, through its use, storage, and retention in active files, to its transfer to inactive files, storage, and finally disposal. In such a context, the life of a record has a defined beginning and end.

However, Yusuf and Shell (2000) believe that the life cycle concept is only applicable to paper-based records management and not to situations where electronic records are

also prevalent in an environment with greater usage of ICT's. When applied to electronic records, the idea is useless because they are unlikely to reach a definitive inactive point and instead shift to a different format owing to technical obsolescence. As a result, this approach is inapplicable to the study since it does not cover records non all media, both paper and electronic.

2.2.2 Records Continuum Model

The concept stand to be a consistent and coherent process of records management throughout the life of records, from the development of record keeping systems through the creation and preservation of records to their retention and use as archives. The life-cycle principle recognises that records are created, used, maintained then disposed of, either by destruction as obsolete or by preservation as archives for their on-going value. The continuum model suggests that four actions continue or recur throughout the life of a record: identification of records; intellectual control of them; provision of access to them; and physical control of them.

The continuum concepts recognise management of records starts when designing a recordkeeping system of an organization, also appreciate that the management of a record is on-going activity regardless of the stages provided by the life cycle. In addition, the concepts drives a need to make a closely or interlinked activity and responsibility of both records manager and archivist as custodian of organization memory.

Moreover, this model handles both paper and electronic record management different from life cycle concepts which fits for paper records. Because of relevance and

applicability of the concepts to the study the researcher recommends appreciating the use of this model.

2.2.3 The DIRKS Methodology

A DIRK is the acronym for Designing and Implementing Recordkeeping Systems. It originated in the cooperative activities between the Archives Authority (currently, the State Records Authority) of New South Wales and the National Archives of Australia, based on Australian Standard AS 4390–1996, Records Management (presently superseded by the Australian Standard for Records Management, AS ISO 15489–2002), in order to establish methodologies for designing and implementing recordkeeping systems for government organizations. The activities of these two organizations resulted in The DIRKS Manual that was issued in 2001 and revised in 2003 (Koga and Ogawa 2007). DIRKS consist of the following eight steps:

Step A – Preliminary investigation

Collect information from documentary sources and interviews; identify and document the role and purpose of the organisation, its structure, its legal, regulatory, business and political environment, critical factors and critical weaknesses associated with recordkeeping.

Step B – Analysis of business activity

Collect information from documentary sources and through interviews; identify and document each business function, activity and transaction and establish a hierarchy of them, that is, a business classification system, and identify and document the flow of business processes and the transactions which comprise them.

Step C – Identification of recordkeeping requirements

Collect information from documentary sources and through interviews; identify the requirements for evidence of and information about each business function, activity and transaction which should be satisfied through records. The requirements can be derived from an analysis of the organisation's regulatory environment and the risk of not creating and maintaining the records. Determine how each requirement may be satisfied through records management processes and articulate and document the requirements for records. Choose the appropriate records structure which best satisfies each business function, activity or transaction.

Step D – Assessment of existing systems

Identify and analyse existing recordkeeping systems and other information systems to measure their performance against the requirements for records

Step E – Strategies for recordkeeping

Identify strategies for satisfying recordkeeping requirements, which may include adopting policies, procedures and practices, designing new systems, implementing systems in a way which satisfies a recordkeeping requirement, or adopting standards. Strategies may be applied to each recordkeeping requirement separately or in combination. Strategies should be selected on the basis of the degree of risk involved in failure to satisfy a requirement within the business function which the recordkeeping system is intended to support, the existing systems environment and the corporate culture in which the strategy should succeed.

Step F – Design of a recordkeeping system

Design a recordkeeping system which incorporates the strategies, processes and practices endorsed by AS ISO 15489; ensuring that the system supports rather than hinders business operations; evaluate and, if required, rebuild business processes and operational business and communication systems to integrate recordkeeping.

Step G – Establishment of a recording system

Implementing a recordkeeping system should be done methodically, using proper project planning approaches, with the goal of integrating the functioning of the recordkeeping systems with business processes and related systems.

Step H – Post-implementation evaluation

As part of an ongoing process, collect information regarding the performance of the records system. Interviewing members of management and important staff, conducting questionnaires, witnessing the system in action, studying procedure manuals, training materials, and other documents, and doing random checks on the quality of records and control measures can all be used to accomplish this. Review and evaluate the system's performance, begin and monitor remedial action, and build a system of ongoing monitoring and frequent review.

2.2.4 Relevance of the DIRKS Methodology to the Study

Firstly, it takes into account the current working environments and organizational structures into consideration for establishing effective recordkeeping systems, and enables any organization not limited to the government organizations to establish flexible recordkeeping systems that are suited to the organization, based on the “best practice”. This provides a means and how’s to improve records management

efficiency in an organization by establishing relationships and gaps between the existing records keeping practices to the expected improvement strategies which is the aim of this study to come up with strategies for improvements.

Further helps to know how an organization performs its business in relation to records management and identify trail of gaps where need of improvement is required within the business content. Then the methodology is relevant because it ensures the recordkeeping needs of the organization are met through clear and implementable strategies.

And finally, it provides the means to design recordkeeping strategies and systems to help meet business needs. The DIRKS Manual is concerned with building more efficient and accountable business practices through the design and encouragement of good recordkeeping.

This methodology is applied to both organization with electronic records management or manual systems like in the bureau where they use both systems. Therefore DIRKS methodology as thought by the researcher is the relevant model for this study in shaping and improving records management in PDB and other government agencies.

2.3 A Record

A record means information created, received and maintained as evidence and information by an organization or person in pursuance of legal obligations or in the transactions of business (ISO 15489 2001). Records contain information that is valuable resources and an important business asset. A systematic approach to the management of records is essential for organizations and society to protect and preserve records as evidence of action. According to the National Archives and

Records Service of South Africa (2006), records refer to recorded information, regardless of form, whether electronic or paper-based or medium, like cassette, disc and document. It can also be defined as a transaction preserved to be used as evidence in future due to the nature of information it contains.

2.3.1 Nature and Characteristics of a Record

Like many other creatures, records also have certain characteristics that can be used to identify it. One of the reasons for records management is to maintain all the records. A record should correctly reflect what was communicated or decided or what action was taken. Also should be able to support the needs of the business to which it relates and be used for accountability purposes. ISO 15489 (2001) has outlined well the characteristics of a record as explained below:

2.3.1.1 Authenticity of a Record

An authentic record is the one that can be proven; - to be what it purports to be, to have been created or sent by the person purported to have created or sent it, and to have been created or sent at the time purported. To ensure the authenticity of records organizations should implement and document policies and procedures which control the creation, receipt, transmission, maintenance, and disposition of records to ensure that records creators are authorized and identified and that records are protected against unauthorised addition, deletion, alteration, use and concealment.

2.3.1.2 Usability of a Record

A usable record is one that can be located, retrieved, presented and interpreted. It should be capable of subsequent presentation as directly connected to the business activity or transaction that produced it. The contextual linkages of records should

carry the information needed for an understanding of the transactions that created and used them. It should be possible to identify a record within the context of broader business activities and functions.

2.3.1.3 Reliability of a Record

A dependable record is one whose contents may be relied on in the course of later transactions or activities because they are a complete and accurate portrayal of the transactions, activities, or facts to which they attest. Individuals with direct knowledge of the facts or instruments habitually utilized with the business to perform the transactions should establish records at the moment of the transaction or occurrence to which the records are linked, or shortly afterwards.

2.3.1.4 Integrity of a Record

The integrity of a record refers to it being complete and unaltered .it's necessary that a record be protected against unauthorised alteration .Records management policies and procedures should specify what additions or annotations may be made to a record after it is created ,under what circumstances additions or annotations may be authorized and who is authorized to make them. Any authorized annotation, addition, or deletion to a record should be explicitly indicated and traceable.

2.3.1.5 Records Management

Records management is the term used to refer to the way official records (correspondences, files, information) are organized in such a way that they have a meaning and can be used continuously by the users such as managers ,records professional, educational institutions ,legal authorities, the donor community ,and any other interested parties (Agere,Lemieux and Mazikana (1999). Furthermore ISO

15489 -2001 defined clearly that records management is the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records. Records management now covers the management of records regardless of format, age to meet needs of private and public sector organizations and wide society as well as research community (Shepherd and Yeo 2003).

2.3.1.6 Importance of Records Management in Public Sector

The nature of authentic and reliable records is that they are fixed in time and space they cannot be altered in any way without creating a new record. Effective records management is a crosscutting issue. Initiatives aimed at enhancing economic performance, increasing government accountability, and strengthening civil society such as anticorruption efforts, administrative and civil service reform, decentralization, electronic government, legal and judicial reform, public expenditure management, tax policy and administration, and access to information all rely on access to accurate evidence (Thurston 2005).

Records management plays an important role in many stages of development process and management procedures. They are used as essential instruments in facilitating efficient management of the public services reform which taking place in most commonwealth countries. The spread of information and sharing of best practices in the public services reform are made possible by the use of modern technology, recorded information and the availability of properly managed records (Agere, et al 1999). As in most organizations registries and records constitute the heart of the operational systems. Whereas records management play an important role in the

management of change and in institutionalising the corporate culture of an organization (Agere, et al 1999)

2.4 The Current State of Records Management in Tanzania MDA's

Tanzania recognizes the impact of inadequate records management on the efficiency of government operations, as well as accountability and openness in the public sector, and has been working for about a decade and a half to modernize its records management systems (IRMT 2011). It has established a solid regulatory framework for managing public sector documents, which should serve as the foundation for increasing electronic records management capabilities. There is currently minimal capability in this area and no digital repository to store and handle electronic documents.

Between 1997 and 2001 a DFID-funded records management improvement project delivered a number of key reforms that involved passing a new records Act of 2002, establishing the Records and National Archives Division, President's Office – Public Sector Management, creating a records cadre across government, developing and introducing a new file classification system based on keyword indexing, introducing a full range of file control systems, including file titling rules, location indexes, file censuses, file movement procedures and access controls across a wide range of MDAs, developing records retention and disposal schedules, introducing physical improvements to registries, which were upgraded to records offices, including removing closed files to the records centre or destroying files with no on-going value according to the schedules and developing and extending a professional certification course in records management at the Tanzanian Public Service College.

There are some of the government achievements so far although there still challenges facing public sector in managing its records especially electronic records as where the government is implementing its e-government strategy. Although the National Archives of Tanzania had existed since 1965, the Records and Archives Act of 2002 broadened its power by establishing the Records and National Archives Division (RAMD) within the President's Office - Public Service Management. The Act is clear on RAMD's roles and responsibilities, which include maintaining oversight and co-ordinating the government records management programme. Under this the Department is now responsible for:-

- i. Ensuring that public offices adhere to good record keeping practices;
- ii. Establishing and implementing procedures for the timely disposal of public records of no continuing value ;
- iii. Advising on best practices and establishing standards in record keeping in the public service;
- iv. Establishing and implementing procedures for the transfer of public records of enduring value for the preservation in the National Archives or such other archival repository as may have been established under the records and archives management Act ;and
- v. Preserving and making available for consultation public records selected for preservation in the National Archives or any other archival repository under the control of the Director. (URT 2011).

Despite all these initiatives, public offices still face inadequate supervision, control and management of public records which has led to number of problems including

leakage of government information to unauthorised persons (URT 2011). Other issues and challenges, which have not been properly addressed by public offices due to lack of holistic Government policy include:-

- i. Inadequate records storage facilities: Registries in ministries, independent departments, Regions and Local Government Authorities have inadequate storage facilities, accommodation and supplies. Due to space problems most of the public offices accommodate both closed and current records in the same storage area;
- ii. Low priority accorded to records and archives management: Records management function is given a low priority in the sense that there is inadequate management attention by Heads of public offices and records users;
- iii. Emergence and use of information and communication Technology (ICT): There is a lack of standards and guidelines of managing electronic records making it difficult to capture ,store ,retrieve ,maintain security, preserve and migrate electronic records ;
- iv. Legal and regulatory framework :Records and archives management issues are partially addressed by the existing policies and legislation like The National ICT Policy of 2003 ,The cultural policy of 1997 ,National security Act No.3 of 1970 ,Records and Archives Management Act No.3 of 2002,Founders of the Nation (Honouring Procedures) Act No.18 of 2004 and Evidence Act (Revised Edition) of 2002.Hower these legislation and policies are not comprehensive to cover all aspects of records management lifecycle ;

- v. Limited skills and capacity of registry staff : Most of the registry staff have little or no records management training .In service registry training and staff development ceased for some time .Registries are perceived as dumping place for non performing employees .some cases office attendants ,messengers ,Watchman and Gardeners were promoted to registry posts ;
- vi. Standards and procedures :There is noncompliance to records management standards by public offices ;
- vii. Vital records plan: There is no plan for managing vital records in public offices;
- viii. Coordination mechanism :There is no coordination mechanism for public and private records and archives management in the public offices; and
- ix. Ethics of public servants: Some public servants do not abide by the established government ethical conduct and most public offices have ceased to provide induction courses to new employees.

As a result of these challenges, poor records and archives management has contributed to the following problems:

- i. Delay in decision making;
- ii. Lack of integrity and accountability;
- iii. Denial of citizen rights;
- iv. Difficulties in accessing information;
- v. Lack of monitoring and evaluation strategy;
- vi. Leakage of Government Information to unauthorized persons;
- vii. Underutilization of new technology; and

- viii. Vital records produced by individuals or private sector are not accorded with national values (URT 2011)

These achievements and challenges call for an articulate and dynamic policy that will continue to guide on effective and efficient records and archive management systems.

2.4.1 Legal and Regulatory Framework for Records Management in Tanzania

This section gives an overview of the existing regulatory framework and other laws for Records Management in Tanzania. The section discusses the records and archives management Act (Act 3 of 2002), the national records and archives management policy of 2011, the Evidence Act of 1967 and the Electronic Evidence Amendment Act (Act 15 of 2007

2.4.2 Records and Archives Management Act No.3 of 2002

An Act which gives mandate and established the Records and Archives Management Department to provide for the proper administration and better management of public records and archives throughout their life cycle, to repeal the Records (Disposal) Ordinance, 1931, and the National Archives Act, 1965, and for connected matters. This Act as a result of DFID funding lead to improvement in management of records in Zanzibar isles also provides for the provision of responsibility of public servants, the National Archives on the proper management of records.. Following the enactment of the Act No.3 of 2002 gave the department a new legal mandate to manage public records for their entire life cycle.

However this act fail to recognise threats on the management of electronic records, the whole Act identifies only the definition of electronic records but does not provide any provision on general management of these fragile records.

2.4.3 The National Records and Archives Management Policy of 2011

The national records and archives policy of 2011. Sets out a framework within which records and archives of the united republic of Tanzania can be managed in accordance with statutory requirements and international standards to ensure reliability, authenticity, integrity, and usability for the national development (URT 2011). This policy applies to all type of records whether subject or case files, transaction records, or the specialised records generated, received and maintained by public offices. It also applies to records of national interest generated, received and maintained by private sector and individuals, regardless of their form and or medium.

Moreover this policy recognized and addressed the challenges faced by the public enterprises in managing their records effectively. Such as shortage of professional staffs, registries were managed by unskilled staffs these were contributed by lack of curricula in records and archives management in Tanzania universities. Then in 1990s the Government embarked on the public services reform programme, and records was identified as one of the areas that had affected public services delivery. Following the initiatives, the Government took several measures aimed to improve records and archives management including. Through the Government Notice Number 289 of 1999, the Government transferred the National Archives of Tanzania from the Ministry of Education and Culture to the President's Office, Public Service Management (URT 2011).

2.5 Information and Communication Technology, e-Government Implementation in MDAs in Tanzania

Tanzania strives tirelessly to implement ICT in government ministries and departments agency through e-government initiative. E-government strategy is widely

implemented by the E-government agency which is responsible for the co-ordination of e-Government in Tanzania through publication of standards and guideline on ICT in government .Currently ICT and e-Government is enhanced through some shared systems including Integrated Human Resource System (Human Capital Management System HCMIS),the integrated Financial Management System (IFMS),and the Parliament online Information management system (POLIS).Apart from that the government has plans to extend ICT and e-government by launching a searchable interactive portal that would aggregate information from MDA websites and provide citizens with access to Land Management System (MOLIS),the Business registration System and the Public Services Directory. The E-Government Agency is aware that, since 2000, many of the digitisation projects undertaken within the Government of Tanzania have failed (IRMT 2011).

2.5.1 Role of Records Management in Implementation of ‘Big Result Fast’ in Malaysia and drawback Experienced

It is clear that Malaysia has achieved much as a young nation. Made significant strides in eradicating hard-core poverty, developed a diversified economic base, increased the quality of life of the average citizen and created a progressive civil service which embraces change. The Government Transformation Programme begun in 2010 .The scope of this GTP is broad, and encompassed every Ministry within government. It is first and foremost focused on the priorities that matter most to the rakyat (i.e., People First). The Government promised to make fundamental changes to deliver big results fast (i.e., Performance Now) and ensure every Malaysian rich and poor, urban and rural, educated and less educated, powerful and powerless enjoy the fruits of the nation’s development and live in an inclusive and diverse society where

they consider themselves, first and foremost, a Malaysian. The GTP's focused on six National Key Result Areas (NKRAs) – Reducing Crime, Fighting Corruption, Improving Student Outcomes, Raising Living Standards of Low-Income Households, Improving Rural Basic Infrastructure and Improving Urban Public (GTP report 2011). Further the GTP centred on getting civil servants more deeply involved in preliminary planning for the National Key Result Areas or NKRAs. Under the programme, measurable targets were assigned, a specific delivery chain created and a clear and unhindered reporting framework set in place. These and other measures would serve as the catalysts that would engender a more collaborative culture among public servants and drive service delivery improvements for the people or rakyat. In its inaugural year, the GTP exceeded all expectations delivering a new era of transformational change for Malaysia and the civil service via a series of Big Fast Results that were robust, enduring and truly enriching. As GTP initiatives came into effect, the lives of millions of Malaysians, both urban and rural, were transformed for the better with a true sense of permanence and real empowerment.

Moreover the most outstanding feature of the GTP is its endgame objective: delivering Big Fast Results. This calls for the delivery of unprecedented results that matter to the people in the quickest manner possible, in line with the overarching concept of "People First, Performance Now". These never achieved before results can only be attained by setting ambitious targets, whereby substantial improvements are felt immediately by the people. From every implementation stage sound management of records was realised since every plan to be implemented had a tactical initiative and action plan as well as the individuals accountable are identified, tracked and monitored. Data, statistics and figures are audited to reflect the true nature of the

outcomes. In essence, a high degree of precision and accountability has been adopted in the implementation of the GTP. In that quote reminds us on the importance of records when implementing development programmes as opined by Duranti et-al (2002) records represent all documentary materials such as correspondence, forms, reports, drawings, maps, photographs, and appear ,in various physical forms, such as paper, cards, microfilm, tape, CD-ROM ,and so on which can be preserved for short or long periods. In that essence reports, data, figures and records created were centre of trust to evidence action taken in implementing GTP. Due to the nature of the transformation, information needs to be disseminated in a timely and accurate manner at various level of progress. Several communication channels were developed like the published Roadmap, Cabinet workshops, Public Open Days, Annual Report, were used in accessing the social media channels and mainstream media rapidly to gain media coverage.

However, the success story of GTP in Malaysia faced number of challenges ranging from lack of correlation of data and reports represented. This raised some important opinion from the international performance review committees responsible for overseeing the progress of this initiative as seen from their report.

2.5.2 Chapter Summary

This chapter has reviewed literatures from theoretical perspectives, scholar's research reports and government reports pertinent to the study's goals and objectives. Theoretical reviews critically evaluated records life cycle theory and saw the theory is not fit for the study since it does not incorporate records created in electronic media. The inquirer reviewed a records continuum model which seemed to be relevant to the

study although it does not give much room for improvement. Finally, the researcher critically reviewed the DIRKS methodology. This methodology has been selected to guide the study as a relevant model because it provided practical solutions to the problems under study. This chapter discussed issues related to records, records management, nature of records, importance of records management in public sectors, status of records management in government ministries in Tanzania. Moreover the chapter also reviewed legislation and policies guiding records management in Tanzania and realised a wide practical gap between implementation of those regulatory frameworks. Lastly inquirer analysed the importance of records management in the support of Malaysian development model. From all the reviewed journals, reports the researcher saw the need to study records management practices in the implementation of big results now initiatives in Tanzania, with intention of filling that gap and further suggest relevant solutions and strategies to the gap realised in the literature view

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was applied by the researcher for the study and includes research design, study population, sample and sampling techniques, research instruments, data collection procedures and method of data analysis and summary of the chapter.

3.2 Research Design

This study employed qualitative research approach in order to achieve inclusive conclusion. According to Creswell (2014), Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. (Bell 2005) argued that the qualitative research approach enables the researcher to understand individual's perceptions on themes under investigation by seeking their insights rather than statistical perceptions of the theme.

There are various kinds of qualitative research designs such as narrative research, phenomenological research, grounded theory, ethnography and case study, the selection of the type of design to use depends on the nature of the problem under investigation.

The study adopted case study research design that created plan for data collection, analysis and presentation. A case study approach as stated by Jwan and Ong'ondo

(2011) is a popular method in qualitative research which typically involves an in depth observation of an individual unit such as a student, a school, a family or an entire culture and is used to gain an in depth understanding of participants focusing on the processes rather than outcome. In addition Freebody (2003) in Jwan (ibid) noted that case study approach is exploratory and descriptive in nature. Since the phenomenon under study needed to be explored and understood because little research has been done on it, then this approach suited the study.

Also, this approach gave the researcher to have no control over the variables by reporting only what has happened or what is happening which was the main goal of this study at large. The study collected data from respondents on how they see, behave, opine and what they think, or recommend in relation to the role of records management and attainment of BRN at the former President's Delivery Bureau in Tanzania.

Furthermore, the researcher designed qualitative interview schedules consisting of open-ended questions for each category of respondents in accordance to the research objectives (see Appendix II). Face-to-face interviews were conducted, though telephone interviews were also used when there was need for further clarification of previously provided information.

3.3 Target Population

The term population refers to a well-defined group from which a sample can be drawn and which is specified in very concrete terms, (Neuman, 2000 cited by Coetzer 2012). The study population included various levels and cadres in the Bureau because the management of records and attainment of the initiative cannot be achieved by one

group of professionals. It requires a team of people working together and contributing their own unique knowledge and skills to the process. In this regard, the study population was 48 that included representative of the management team involved in the delivery of BRN objectives, creation and management of bureau records which constituted: directors, managers, ministerial representatives, records staffs, IT staffs, analysts, human resources officer, accounts and RAMD officials.

3.4 Sampling and Sample Size

In selecting the sample, the researcher employed purposive sampling. This required the researcher to sample with a purpose in mind. Purposive sampling was adopted to sample respondents in the study population bearing managerial position, involved in administration of records, and those who use records for action and decision making. He believed that all these respondents could be reached and interviewed. The need for in-depth data collection in the study also demanded that most of the respondents with knowledge in records management should be included in the study. In that regard the research managed to interview 26 respondents from the total population, during collection of data the researcher realised saturation point from respondents whereby no fresh data sparked in. Charmaz (2006) in Creswell (2014), define saturation point as situation that researcher stops collecting data when the categories (themes) are saturated when gathering fresh data no longer sparks new insight or reveals new properties.

The breakdown of the sample population is as tabulated below:

Table: Sample Population for the Study

| No. | Cadre | Total population | Sampled population |
|--------------|---------------------|------------------|--------------------|
| 1 | Directors | 9 | 5 |
| 2 | Managers | 23 | 5 |
| 3 | Ministerial officer | 6 | 6 |
| 4 | Analyst , | 2 | 2 |
| 5 | Executive assistant | 5 | 5 |
| 6 | Personal secretary | 2 | 2 |
| 7 | RAMD officer | 1 | 1 |
| Total | | 48 | 26 |

Source: field study 2016

3.5 Data Collection Methods

Freeman & Haddow (2008), define data collection as a phrase used to describe the process of preparing and gathering data. Due to the in-depth nature of the investigation, data was gathered through interviews and an examination of existing records in the bureau.

3.5.1 Qualitative Interviews

Creswell, (2014) states the researcher conducts face-to-face interviews with participants, telephone interviews, or engages in focus group interviews with six to

eight interviewees in each group. These interviews involve unstructured and generally open-ended questions that are few in number and intended to elicit views and opinions from the participants. In that regard the researcher conducted Qualitative Interview to the purposively sampled population of 26 respondents such as directors, managers and records staff of the bureau to elicit their views and options to the topic under study.

With this design, the researcher designed semi-structured interview schedules consisting of open-ended questions for each category of respondents in accordance to the research objectives (see Appendix II). Face-to-face interviews were conducted, telephone interviews were also used when there was need for further clarification of previously provided information. With the aim of acquiring information on the important areas necessary, while at the same time, the researcher made space for unstructured focus interviews where respondents might contribute extra information that the researcher may not have anticipated. Then the inquirer designed three sets of interview schedules, each containing a series of open ended questions to carry out the qualitative interviews. The first schedule was for directors and managers; who were mainly involved in policy and decision making functions, second schedule was for records officers and the third set was for Human resources officers, Accountant IT and RAMD officer.

An interview was used as an appropriate research technique because the study was purely qualitative. Therefore, interview was the best data collecting method that allowed the interaction between the interviewer and interviewee. The interaction existed between the researcher and respondents enabled in-depth data collection

because the researcher was able to clarify the meaning of questions posed especially when respondents did not understand the questions or were uninformed about the topic under study.

A semi-structured interview, or qualitative interview guide approach according to Patton, (2002), was based around a set of predetermined questions but the order and wording of the questions were modified based on the interviewer's perception of what seems most appropriate (Robson, 2002). This style of interview therefore ensured that the same basic lines of inquiry were pursued with each person interviewed, but there was some freedom to pursue new or unusual insights (Fontana & Frey, 2000).

3.5.2 Documentary Review

Documentary review was used to verify some of the data collected. Documentary evidence is one of the classic methods of collecting qualitative data. Slater (1990) contends that in qualitative research, existing ready-made resources should not be overlooked. Also, Creswell (2014) emphasized during the process of research, the investigator may collect qualitative documents. These may be public documents (e.g., newspapers, minutes of meetings, official reports) or private documents (e.g., personal journals and diaries, letters, e-mails). The researcher reviewed the President's Delivery Bureau official reports, journals and newspaper to get the relevant data to support the study.

3.6 Data Collections Procedures

In order to collect data for the study the researcher received a research permit from the manager of corporate services of the President's Delivery Bureau, which was provided after an introduction letter from the Dean school of information sciences of

Moi University. The President's Delivery Bureau approved the study and the researcher was provided with a letter for identification purpose during the whole time of study (*see Appendix V*). After obtaining the letter, the researcher went to the numerous offices and departments chosen for this particular study and described the goal of the investigation. and sought their assistance, especially in relation to booking appointments for interviews. Upon securing the relevant documents and appointments from the respondents, the researcher proceeded to collect data as per the agreed schedule between the researcher and the respondents. After completing the data collection, the researcher began the process of data analysis and interpretation which ended up in the writing of the thesis.

3.7 Test for Validity and Reliability

Creswell (2014), defined validity as the researcher checks for the accuracy of the findings by employing certain procedures. And qualitative reliability is to indicate that a particular approach is consistent across different researchers and different projects.

A researcher tested for validity and reliability on data collection tools by verifying the credibility, transferability, dependability, and conformity by pilot study with 10 staff from Tanzania Public Service College- Singida Campus before undertaking actual data collection which enabled the researcher to pre- testing interview schedules for content validity. The validity of the tool was checked in terms of their ability to generalise the population and accuracy to determine what researcher plans to measure. In testing for reliability pre testing and internal consistency by reliability content was used to measures representative ,criteria related validity to predict the future outcomes this ensure quality of data to be collected.

The pilot study was conducted to address complexity such as interview question ambiguity, grammatical mistakes, language use, and technical words, and at the conclusion, the researcher asked chosen members to offer possible improvements to the interview questions. Following piloting, the researcher changed the interview questions to remove extraneous aspects and made minor changes as needed to simplify data collection. A copy of the pre-test checklist interview questions may be found here (Appendix VI)

3.8 Data Analysis

Before analysis, there is need for data organization. This involves putting data into some systematic form by correcting errors in the data, coding the data and storing it in appropriate form. Analysis of data on the other hand refers to examining the coded data critically and making inferences (Kombo and Tromp, 2006).

Qualitative research design uses qualitative data analysis (QDA) to analyse text, interview transcripts, photographs, art, field notes of (ethnographic) observations. Analyzing qualitative data consists of three parts: noticing, collecting, and thinking about interesting things (Creswell, 2007). All the above QDA stages were followed as much as was practically possible considering that the study had generated massive amounts of data from the respondents. As an implication, data analysis took considerable time.

Data analysis is the process of bringing order, structure and meaning to the mass of information collected (Mugenda and Mugenda, 2003). This section discusses the approaches that were followed when analysing data collected from semi - structure

interview and documentary review. The purpose of data analysis was to reduce sets of data as a basis for data management.

For the purpose of this study therefore the researcher analysed data using qualitative data analysis approach .By following the following steps: Step 1. organize and prepare the data for analysis; this involves transcribing interviews, typing up field notes ,sorting and arranging the data into different types depending on the sources of information, Step 2.Read at all the data ;this provides a general sense of the information and an opportunity to reflect on its overall meaning, ideas depth and credibility and use of information; Step 3.coding all the data ; by organizing the data by bracketing chunks text and representing a word representing a category in the margins (Rossman and Rallis ,2012) in (Creswell ,2017); Step 4 generate a description and themes involves a detailed rendering of information about people ,places or event in the setting, and themes that appears as major findings in the study. This analysis technique is suited to this study such as this because it provided us with profile of an organization. Relationships were compared and interpretations were made as objectively as possible in order to get the accurate meaning or true picture of the situation studied.

3.9 Ethical Considerations

Resnik (2007) defines ethics as "conduct rules that differentiate between acceptable and inappropriate behavior." (Shamoo and Resnik 2003) describe ethics as a strategy, procedure, or perspective for selecting how to act and assessing complicated problems and concerns from a research standpoint. (William 2005) defines ethics as a guideline of conduct acceptable for academics and researchers. They are concerned with the

propriety of the research behavior in respect to the rights of persons who became the topic of the study or those who were impacted by it. Throughout the research, the researcher examined ethical considerations and stayed attentive to the influence of the research on individuals from whom the researcher sought assistance, those who offered access and collaboration, and those who were affected by the study outcomes. The survey found ethical qualities such as integrity, honesty, objectivity, secrecy, and anonymity. This was accomplished by obtaining respondents' agreement before collecting data, truthfully reporting findings, and without disclosing respondents' names. Respondents were promised of anonymity and secrecy for grounds of privacy and confidentiality. Furthermore, in order to maintain intellectual honesty, all data and material obtained and utilised have been acknowledged and/or attributed.

3.10 Chapter Summary

This chapter explored insight into how data was gathered and the various data collection tools used by the researcher during the data collection process. The chapter addressed the study's research methodology, which included a qualitative research strategy and a case study design. It outlined the study's population, sampling technique, data gathering methods and tools, data analysis, testing reliability and validity, and presentation and interpretation strategies

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The raw data obtained is analyzed and interpreted in this chapter. The data presented here are based on replies to face-to-face interviews conducted using an interview guide that was produced, and documentary reviews conducted by the researcher. A reasonable response rate was realized. This positive response was attributed to the small margin of the population selected, which provided adequate data to inform the study. The researcher, being an employee of Tanzania Public Service was also able to interview the targeted respondents since they were within easy reach.

4.2 Respondents Characteristics

The study employed interview method, and complemented with documentary review for data collection. The researcher interviewed 16 top management staffs that include (directors and managers) and 10 supporting staffs (analyst, executives' assistant, personal secretary of the bureau. Out of the 26 interviewed 16 were male and 10 were female. In terms of years of service at work, directors and managers had served in their positions for a period ranging from one year to ten years in public service and not in the present organization, the Human Resource manager had served also for more than 7 years, analyst, executives assistants and personal secretary staff, had served for a period ranging from one to four years. This therefore, means that most of the respondents interviewed were familiar with issues of records management practices and role of records in accountability and transparency.

4.2.1 Respondents Academic Qualifications

The study established that qualifications of the respondents ranged from certificate in secondary education to master degree. Of the 26 respondents interviewed working in the Bureau 18 had masters, 7 had bachelor's degrees, and 1 had diploma qualifications. Out of this number six (6) staffs fell under the information and records management unit one with bachelor degree in records management , four had bachelor in public administration and other one had diploma in secretarial studies, except one respondent from the RAMD who had bachelor degree in records management The data collected in this study provided evidence that the President's delivery bureau had inadequate employees with formal qualifications in records management in relation to the significance of records in the bureau.

4.2.2 Position within the Bureau

Respondents were asked to identify the job they held within the bureau. This was asked in order to determine the respondent's likely connection to records management. Sixteen (16) of those polled held senior jobs. (directors, managers,) two managers were responsible with information management and communications technology section. Other ten (10) were 5 executives' assistants, 2 personal secretary custodian of the bureau records, 2 analysts and 1 RAMD officer. The results indicated that indeed most of the respondents were working with records.

Qualitative Interview Findings

The interviews were designed in accordance with the objectives of the study and applied to all respondents. As per the sample, majority of target population were approached by the researcher and successfully interviewed. The interview schedules 1

and 2 were divided into 5 sections. The questions in all the interview schedules were designed in relation to the study objectives. The interview schedules covered themes from the following objectives; (i) know functions of the bureau to determine types of records created ii) examine adequacy of the current recordkeeping practices of the bureau (iii) Examine the challenges faced in the management of records and (iv) suggest appropriate strategies toward sound management of records in PDB in supporting implementation of BRN initiative

4.3 Functions at Presidents delivery bureau and Types of Records Generated

The first objective was to know the functions of the bureau. The study sought to know the functions and types of records received and generated. The respondents were asked to explain the functions and the process they carry out in relation to BRN matters with a view of establishing the types of records received or generated relevant to the implementation of the initiatives.

4.3.1 Functions of PDB towards Implementation of the Initiative

Data Collected From the Directors

a) Planning Research and Development Division

The respondents were asked to indicate the functions of the division and what kinds of records were received or generated in the division. This was necessary to ascertain business process of the bureau and implementation of BRN initiative.

The following are the key activities of the division undertake:

Collecting, examining, and analyzing data, statistics, and information related to Big Results Now (BRN) Labs; identifying and suggesting candidates for NKRA's

Organizing and organizing BRN Labs for the chosen NKRA; and Facilitating the creation of comprehensive implementation plans for the chosen NKRA.

Facilitating the release of BRN Lab outcomes and government actions based on them; allowing the international panel and other certified independent evaluators to evaluate the BRN project. Performance contracts for NKRA Lead Ministers are being prepared. Developing National and Ministerial Key Performance Indicators (KPIs) for NKRA programs

Records generated

- Evaluation reports, NKRA reports ,Performance reports ,Publications , Candidates lists
- Communication and Advocacy Division

The following are the key activities the division undertakes:

Creating dynamic communication objectives; doing stakeholder analysis and message scoping Investigating challenges that have arisen as a result of Big Results Now (BRN) implementation and formulating communication answers; facilitating public participation in BRN activities; Conducting and organizing advocacy actions Increasing public knowledge of the PDB's roles and operations, as well as the BRN program in general; Organize news conferences for the PDB; Coordination of the development and publication of office articles and publications Records created from those functions:

- Press release
- Public opinion poll reports

- Consultant reports

b) Corporate Services Division

Corporate services division is responsible for the day- to- day management of all staff in the bureau this division is also responsible for the Human Resource Management and Administration. From the interview conducted the following were the functions carried out by the division; Planning human resources to estimate supply and demand for experts under the PDB; Facilitating employee interactions and well-being in areas such as health, safety, sports, and culture; and Coordination and oversight of human resource management and administrative responsibilities; Managing the payroll of PDB employees; Making cash payments easier/cheques to employees/customers (service provider); mobilizing resources for NKRA project execution and finance delivery support institutions Purchasing, maintaining, and managing supplies, resources, and services to satisfy the PDB's logistical needs; Contributing to the formulation of proposed bills/acts, subsidiary legislation (regulations, rules, orders, etc.) by coordinating with the Attorney General's Office; Ensure that the Bureau follows the procurement process and procedures outlined in the Public Procurement Act. Providing advice to management on procurement of products and services, as well as logistics management.

Participating in the preparation of the PDB's goals, programs, and budgetary activities, as well as the formulation of performance targets and indicators; providing technical assistance, including the institutionalization of the M&E process inside the PDB

Records generated from these activities are;

- Contract,

- Agreements,
- Procurement contracts,
- Guarantees,
- Letter,
- Memorandum of understanding,
- Consultancy agreements

c) Resource Mobilization and Economic Sectors

The division is responsible for; the day-to-day management of the Resource Mobilization and Economic Sectors Division; supervising and managing the Division's personnel performance; Conduct periodic monitoring and assessment of the implementation of NKRA's for resource mobilization and economic sectors; Monitoring Key Performance Indicators (KPIs) in the Resource Mobilisation and Economic Sectors Division; Monitoring KPIs in selected National Key Result Areas (NKRA's) of the Resource Mobilisation and Economic Sectors Division; Records created from this function; OPRAS form, Employee lists; Resource data base; Asset inventory list; M & E report, and progress report.

d) Social Services Sector Division

Key Responsibilities of the Division are:

Managing the Social Sectors Division on a daily basis; Supervising and managing the Division's personnel performance; Coordinating the monitoring of the Key Performance Indicators (KPIs) in the Social Sectors Division; Monitoring Key Performance Indicators (KPIs) in chosen National Key Result Areas (NKRA's) of the Social Sector Division; Advancing top priorities in respective NKRA's of the Social

Sector Division; Monitor and evaluate the implementation of NKRA's in the social service sectors on a regular basis. Organizing and conducting labs in the Social Sectors Division's Key National Priority Area; providing analytical support and assistance to overcome key delivery challenges in Social Sector NKRA's; Undertaking annual evaluation of KPI's on NKRA's relating to Social Sectors;

Response from Managers of the Sampled Units

a) Procurement Management Unit

The unit's key functions are as follows: advising management on procurement of goods and services and logistics management; ensuring adherence to the procurement process and procedures as per the Public Procurement Act; procuring, maintaining, and managing supplies, materials, and services to support the PDB's logistical requirements; and ensuring proper handling and storage, adequate and timely distribution of office supplies and materials. Creating an annual procurement plan for the PDB; carrying out the tasks of the Procurement Management Unit as outlined in the Public Procurement Laws; and assisting the PDB in achieving the greatest value for money in terms of price, quality, and delivery while adhering to defined criteria. Maintaining and updating inventory of commodities, supplies, and materials

Records generated from these activities are;

- Annual procurement plan
- Inventory books
- Supplier lists

b) Internal Audit Unit

The major tasks of the unit are as follows: review and report on adequate control over the receipt, custody, and application of all PDB financial resources; Examining and reporting on adherence to financial and operational processes; Assuring the avoidance of liabilities and the authorization of payments; Examining and reporting on the proper classification and allocation of income and spending accounts; Accurate financial accounts and other reports; Examining and reporting on activities or programs Examining and reporting on the appropriateness of management's reaction to internal audit reports; Conducting performance audits on development project appraisals; Conducting operational/value for money audits;

c) Research and Documentation Section

This section's tasks include: monitoring project implementation performance in the relevant Key National Priority Areas; organizing and assisting the development and operation of BRN laboratories; and Developing National and Ministerial Key Performance Indicators (KPIs) for NKRA programs Coordination and participation in the creation and execution of programs for the chosen NKRA's Preparing and sending statistical reports to the Director on NKRA performance; ensuring the Documentation Centre's upkeep; Providing key actors with managerial assistance and ensuring timely delivery of NKRA research findings

d) Planning and Statistics Section

The functions of this section are to Performing yearly evaluations of key performance indicators (KPIs) in projects/programs; Preparing National and Ministerial Key Performance Indicators (KPIs) for NKRA projects; Preparing and submitting

performance reports on statistics for the NKRA to the Director, as well as assuring the collection, research, and analysis of statistical data and information important to performing BRN labs. Developing National and Ministerial Key Performance Indicators (KPIs) for NKRA programs Coordination and participation in the creation and execution of programs for the chosen NKRA; Monitoring project implementation progress in each of the Key National Priority Areas; Providing analytical help and recommendations to solve significant project delivery difficulties; and supporting BRN program assessment.

e) Human Resources and Administration Section

The functions of this section are;

- i. Facilitating employee relations and welfare;
- ii. Coordinating the implementation of ethics, disciplines and values promotion activities; and
- iii. Interpreting Public Service Regulations, Standing Orders and other Labour laws.
- iv. Facilitating general custodian services to include maintenance of office equipment, building and grounds;
- v. Facilitating security services, transport and general utility
- vi. Coordinating the implementation of staff performance management;
- vii. Advising on organization efficiency and facilitating Human Resource training and development (career, professional, skills enhancement);

- viii. Coordinating the recruitment, selection, placement, and confirmations, and induction for new entrants;
- ix. Administering salaries and process payroll and overseeing employee benefits and entitlements; and
- x. Processing and updating of records of staff leaves, including annual, sick, maternity, study, terminal, and termination (retirement, resignation etc.).
- xi. Coordinating implementation of Client Service Charter;

Records Generated during these Functions are

- Job applications, •
- Interview schedules,
- Appointment letters,
- Curriculum vitae,
- Academic documentation like certificates and testimonials,
- Employee performance appraisal reports,
- Leave records,
- Letters of promotion/demotion/redeployment/transfer,
- Employee Medical records.

f) Information and Communication Technology (ICT) Section

The section activities are;

- i. Facilitating e-Government and e-Business operation;
- ii. Designing and enforcing system security;
- iii. Facilitating ICT applications in support of the delivery system;

- iv. Maintaining and updating PDB website and PDB ICT infrastructure;
- v. Establishing and maintaining LAN and WAN;
- vi. Installing and upgrading the database servers and application tools and creating database storage structures for different design applications;
- vii. Providing trouble shooting services to the PDB; and
- viii. Developing ICT delivery tracking and reporting system and rollout in the respective institutions.
- ix. Developing data sharing policy in the PDB;
- x. Undertaking studies and proposing areas of using IT as an instrument to improve service delivery in the PDB;

The records generated out of these activities include:

- Reports on antivirus update,
- Customer user satisfaction reports.

g) Ministerial Delivery Units

The ministerial delivery units' staff are vested with: Monitoring and reporting progress on the relevant NKRA's; Facilitating involvement of stakeholders in monitoring the progress of Big Results Now projects to the respective NKRA; Providing interface and liaising with the PDB on the progress of BRN to the respective NKRA's; Following up and ensuring that BRN initiative is integrated into Ministerial budget and monitoring disbursements;

Undertaking daily and weekly progress and delivery through Project Owners; preparing periodic implementation reports; preparing monthly reports for the NKRA Steering Committee and Transformation Delivery Council meetings,

h) Analysts

The staff were responsible for: Providing subject matter and/or technical expertise; Undertaking daily and weekly collection of data on progress and delivery and carrying out analysis as required; Preparing daily, weekly and monthly reports for progress on the implementation of projects and submitting to the relevant manager; and Identifying implementation problems and proposing solutions.

i) Executive Assistant

Majority of the executive assistant and personal secretary are officers are custodian of records in the former bureau and performed the following activities;

- i. Preparing meeting
- ii. Preparing management and other internal meetings as required;
- iii. Controlling Incoming and Outgoing Mails and Calls
- iv. Receiving and directing visitors;
- v. Keeping and maintaining records including filling both electronic and hard records;
- vi. Taking records of the proceedings of the management meetings;
- vii. Preparing travel arrangements and accommodation

- viii. Providing a linkage between and other departments within PDB, Ministries and other stakeholders;
- ix. Acting as the secretary to management meetings;
- x. Replying to various correspondences
- xi. Following up the implementation of directives
- xii. Controlling Incoming and Outgoing Mails and Calls;
- xiii. Keeping and Maintaining Records e.g. filling (electronic and hard copies).
- xiv. Creating and maintaining a file registry;
- xv. Maintaining a positive outlook in line with PDB's public stature;
- xvi. Facilitating authorized access to PDB records.

Records received or generated from these activities

- Letters,
- Returns (Notice of issue),
- Statistics,
- Transcripts,
- Minutes,
- NKRA reports,
- Ministerial delivery unit agreements.

4.3.2 Formats of Records Received or Generated

The study sought to establish from the respondents the type(s) or formats in which the bureau records existed. The majority of respondents indicated that most of the records were in paper formats and electronic formats. A reason given by the majority of

respondents for the existence of records in electronic formats was that staff were generally well versed with the creation of records in electronic form. These respondents added that some records were received in paper form then converted to electronic format. Some respondents indicated that since the bureau had adopted ICT as a tool in its business operations, there were more records that were received and generated electronically. The study established that despite heavy use of electronic records, there was increasing use of paper records in the bureau.

4.3.3 Categories of Bureau Records that Supports Implementation of BRN

The researcher sought to know from the respondents the specific bureau records that promote delivery of justice. The following were responses from top management:

- Progress reports
- Budgets
- Delivery lab reports
- Ministerial delivery units minutes
- Performance contracts
- Implementation and performance reports
- Inventory of goods and supplies
- Audit reports
- Expenditure reports
- Statistical reports
- Evaluation report
- Periodic implementation reports

Data Collected from Custodian of Records

Staffs vested with managing records were asked what categories of PDB records that support implementation of BRN initiative in response, the staffs gave the following records:

- BRN project plans
- Minutes
- Daily reports
- Weekly reports
- Monthly reports

4.3.4 Creation of the Records

This question was specifically posed to the registry staff to determine whose responsibility it was to create PDB records. The following officers were cited as the creators of PDB records: Ministerial delivery committee, Directors, Deputy Managers; and the executive assistant.

4.3.5 Users of the Bureau Records

The researcher also interviewed the registry staff to know the users of the bureau records. In response, the respondents cited the following as typical users of the records:

- The President,
- Ministerial delivery committee (Education, Agriculture, transportation, Energy and water,
- Local government authorities,

- The general public,
- Researchers and officials of the bureau

Findings from Documentary Review

The researcher also reviewed some President's Delivery Bureau documents like "1st Progress Report: October 2013 – January 2014" that stipulates functions of some officials of the bureau and progress of the implementation of BRN. The report clearly states the functions of the Deputy Chief Executive Officer Monitoring and Evaluation who is vested with the following functions:

- Coordinating and facilitating the implementation of detailed Big Results Now (BRN) programmes and projects;
- Providing advice and solutions to remove bottlenecks in the implementation of the National Key Results Areas programs
- Analysing and verifying performance reports from lead Ministries;
- Preparing periodic implementation and performance reports for detailed BRN programme and projects;
- Compiling implementation and performance reports for submission to the TDC;
- Monitoring and assessing the implementation of Performance contracts for the Ministers and providing report on their implementation;

Also, the researcher reviewed the Registry Procedures Manual developed by RAMD in way provide basic functions of registry staff across all public offices .With regards to the bureau registry the respondents stated that they customized some directives and functions to link the functions and duties of the Bureau

registry staff. The researcher also reviewed some few directives from the CEO that direct the registry staff on their duties.

4.4 Adequacy of Existing Recordkeeping Practices, Policy and Procedure in Supporting Implementation of BRN Programme

The second objective of the study was to explore the adequacy of the existing recordkeeping infrastructure at President's Delivery. From this objective, the researcher sought to establish various aspects such as records management policy, availability of ICTs facilities and security systems for electronic records, records management legislation and regulation, staff knowledge and skills (human infrastructure), physical environment for management of records, and budgets for records management. The researcher interviewed various respondents in the bureau and the following were the feedbacks:

4.4.1 Records Management Policy that Governs the Management of Records

With regard to records management policy in the President's Delivery Bureau, respondents were asked whether the PDB had a policy guiding the management of records during their continuum. The main purpose of this interview question was to ascertain whether the Bureau had a formal records management policy in place and whether or not the staffs were aware of it. Policy for managing records is an important element of proper record keeping as it provides guidelines and direction on how to effectively manage records and also support the creation and management of records. The following were the responses about the records management policy within the Bureau.

4.4.1.1 Response from Top Management

The response from top officials was that the Bureau had no RM policy in place that governed the management of records. Instead, the bureau used the national records and archives management policy of 2011. However, one respondent seemed to appreciate the role of records management policy as he stated clearly that:

“..... I think it is high time for the bureau to develop records management policy so that officials will get to know the exact feature of records that will be created and maintained as evidence”

4.4.1.2 Data Collected from Registry Staff

The same interview question was asked to the registry staff to state if the PDB had RM policy. The responses from the majority of registry staff were that the bureau had no RM policy that governed all forms of records (paper and electronic records). One of the registry staff lamented that;

“Do you think top officials could risk their money and time to make policy for records management? You know what! Those guys at the top don't appreciate a record..... that's why we don't have policy in the bureau.....”

Another respondent said;

“ I have been here for two years and I know the role of records in implementing BRN, but I wonder why there is no records management policy.....you see the initiative need accurate and trustfully records hence there must be a policy to guide us..”

A few of the registry staff could not agree on whether or not there was such policy because they lacked understanding of what a records management policy is and how it could be implemented in the bureau. Also, they had no idea if such a policy would play an important role on matters relating to records management.

4.4.1.3 Data Collected from Other Supports Staffs (Human Resource and Administration)

When respondents were asked about the existence of a records management policy; they replied that there was no such policy in the bureau. Although, the bureau now knows the importance of records in delivery of the initiative to the society and thus, the bureau is in the process of developing policy for managing records. She insisted that,

“...it is a priority area that needs to be addressed, if you come again after one year I am sure you will find a RM policy in a place.”

4.4.2 Availability of ICTs Facilities and Security Systems in the President’s Delivery Bureau

The researcher sought to understand the extent to which the PDB was prepared to invest on ICTs facilities and security systems for proper management of both electronic and hard records. The ICT facilities and security systems are the key resources to be considered when institutions like President’s Delivery Bureau decided to adapt electronic and/or digital systems in generating and managing records. These facilities open up the possibility that the creation, dissemination and management of electronic records may be satisfied in the bureau. The following were the responses;

When the registry staff were asked if they had enough ICTs facilities and security systems for managing electronic records, they stated that the bureau had made effort to buy computers and distribute to staff at the registry. However, these computers were inadequate and very few of them have wireless internet connection and were used only for internet access and sometimes for creating some documents that were not records per se. The bureau had bought computers but very few of them were installed with Electronic Records Management software (ERMS). Hence, despite

having computers in the bureau, the problem of managing electronic records was yet to be addressed.

Regarding the issue of security, the study established that different methods were used to protect electronic records from problems like viruses, hackers and power cuts. However, data collected from registry staff showed that despite security measures like passwords there was still lack of trust and confidence on the safety of electronic records. One of the respondents complained about loss of records due to viruses. He lamented that:

“our anti-virus is not working so we spend time taking out viruses and reformatting and sometimes we do lose data. It has happened to me”.

He added that:

“sometimes we lose information and we don’t have alternative printed documents in hard copy”

4.4.2.1 Response from IT division

The same interview question was put to IT staff. Although they are not directly concerned with managing records, they are responsible for managing IT infrastructure used for creation, dissemination and storage of such records. The views of these respondents interviewed seemed to differ with those of registry staff. According to them the bureau had enough ICTs facilities for managing electronic records like computers. The bureau had used hard disk storage facilities for their data and records. Off-line storage was also used as a secondary storage device. Optical Storage devices such as Compact Disc (CD) and Digital Versatile Disc (DVD) for video recordings are commonly used to facilitate off-line storage. They also stated that the scanned

ones were stored on movable media like CDs or backup tapes while others are kept in a database.

The respondents added that their computers could manage electronic records efficiently simply because most of them have installed some systems that had functionality for managing records in electronic format.

On the issue of security IT staff stated that the bureau used passwords to protect information and information systems from unauthorised access and use. They also stated that there was a usage of encryption as a means of securing access to information in the databases. However, the researcher found out that there were still unanswered questions about the safety of the electronic records. These systems generally lacked much controls on access and permissions required to maintain authentic and reliable records.

This finding implies that there are security concerns at the bureau for both paper and electronic records.

4.4.3 Records Management Legislation and Regulation

Any successful records management requires proper records management legislation and regulations. In this section, the researcher examined whether the President's Delivery Bureau had a legal framework that could ensure records management requirements. The Tanzania National Records and Archives Act 2002 is one of the several laws that affect the management of records in Tanzania. This requires public agencies to follow good practices in managing records.

Respondents were asked if and to what extent the President's Delivery Bureau was complying with government laws and regulations for records management. This question was asked because the Bureau resides in the President's office and one of the important organs that need to create and manage records in accordance with National Records and Archives Legislation. Most respondents stated that the bureau complied with government laws and regulations for records management. Some of the respondents doubted whether or not the Bureau was complying with government regulations for records management. This was because some of them were not even aware of the provisions of the Tanzania National Archives Act and other legislations. This was especially the case for the IT staff that lacked understanding of the importance of record management. This made it difficult for them to address records management issues.

4.4.4 Calibre of Personnel for the Management Records (Human Infrastructure)

Well trained and knowledgeable staffs responsible for the management of records are required in order to ensure sound management of records throughout the records continuum. In this regard, the researcher sought to determine the level of skills and knowledge of staff involved in the management of records and to establish whether the bureau had enough skilled records management personnel to manage both e-records and hard records in the emerging ICT environment.

Respondents in the registry were asked if they did get training in the management of electronic records and records in general. The registry staff indicated that although they were involved in managing important BRN records required in every stage of decision making, they were not professionally trained to manage both paper and

electronic records. Instead, they gained skills on the management of records through experience having been in the field for a long time. They lacked ICT skills and knowledge, especially to manage emerging electronic records. Most of the respondents could not recall when they attended a seminar or training on records management despite being first employees of the bureau. The respondents also stated that they needed training in using electronic recordkeeping systems because they could help them to identify electronic records, metadata required to enable the creation, registration, classification, access, management and disposition of electronic records. Respondents were hopeful that if there was regular training on records management especially electronic records management; they would improve their skills and knowledge particularly during this age of Science and Technology. One of the respondents complained that;

“You know we are managing the bureau records that are very vital, but unfortunately we get little support from our senior managers ...we have seen other cadres receive a lot of training but none has been done in our section and as you most of us we had very limited records management background.... Actually I’m doing this job because I have no other work to do but am tired....”

Another respondent said

“....despite the investment in ICT there is no training of registry staff.....so how can we effectively manage electronic records in such circumstances....it is impossible.”

Also, the records manager in the registry section confirmed that no training programme was arranged for registry staff as she lamented that;

“I was just given a computer but no training. Sometimes I try to do back-ups in my computer but when I want it, the whole thing is gone, the memory stick is empty”.

Further, the registry staff were asked whether they considered themselves competent and having necessary skills to manage bureau records. Most of the respondents stated that they lacked enough competencies and skills to manage both e-records and hard records due to lack of training. Most of these respondents were not able to identify characteristics of e-records, the metadata required for effective description of records. Further, some respondents stated that they were used to managing records in the paper environment only and none of them had made serious attempts in the management of electronic records.

4.4.4.1 Data Collected from HRAM

When HRAM was asked if they had training programme for records management staff (registry staff), she said no. She argued that “*we have training programme for all staff although it is not for registry staff*”. According to her, the registry staff had just undergone on the job training, None, however, had formal records management training. She said that all IT staffs had relevant training. She added that the introduction of ICT and records management in the bureau was not matched by the skills and knowledge needed to manage those records effectively. She admitted that there was no proper strategy for managing records in all formats in the bureau. She also stated that the bureau should employ managers with both IT and records management knowledge and skills who will be able to build human capacity for electronic records management.

4.4.4.2 Data Collected from ICT Staff

When ICT staffs were asked if they had any training relating to electronic records management, they stated that they acquired training on issues of information technology although these were not directly related to electronic records management.

According to them, there was a training program within the bureau where at least two formal training programmes took place in a year. The study established that none of the ICT staff had training on issues relating to records management.

4.4.5 Physical Environment for Management of Records in the Bureau Registry (Physical Infrastructure)

The researcher posed the interview question to registry staff to know if the physical environment such as building for managing records in the bureau registry was favourable. Most of the registry staff interviewed responded that bureau was not in good physical condition and they were not purposely-built for the storage of paper and electronic records. The physical environment was not conducive for the electronic devices that create and manage records like magnetic tapes and diskettes. These devices do not require high temperature instead; they can survive better in temperature ranging from 16 to 20 centigrade and or lower. Conversely, this temperature range of 16 to 20 centigrade was not favourable for staff.

In addition, some of the respondents stated that the room where electronic records were stored was not in favour due to accumulation of other materials such as, government publications and printed materials including newspapers which were heaped together.

4.4.6 Budget Allocation for Records Management (Financial Capacity)

This interview question was directed to HRMA and Accountants because these two sections were mainly concerned with issues relating to budgeting in different units in the Bureau. The HRMA was asked if the President's Delivery Bureau allocated enough budgets for records management. The respondent reported that, at the PDB

there was a budget for records management unit; however, this was not sufficient. She added that records management suffered the most as it was allocated the least budget.

4.4.6.1 Data Collected from Accountants

Accountants were asked to state whether the budget allocated was sufficient to meet the needs of records management. The respondents stated that all activities in Bureau were under-funded including records management although records management was most affected. The respondents stated that about 120 million Tanzania shillings were requested in 2015/2016 financial year to purchase computers, security systems and other computer programs, but only 55 million Tanzania shillings were received from the treasury. This amount was allocated to procure 3 Desktop Computer with monitor and UPS; 5 Lenovo ThinkPad Edge Laptop; 1 Laser jet colour printer; 1 Scanner; Furniture and 1 heavy duty photocopier

4.4.7 Availability of Records Retention Schedule

The registry staff were about asked the availability of records retention schedule to govern records. The registry staff indicated non-existence of records retention/disposal schedule.

4.5 Challenges Faced in the Management of Records

The third objective of the study was to examine the challenges that hamper effective management of records and how this affects the implementation of BRN objectives

4.5.1 Challenges that Faced Implementation of Big Results Now Initiative

The researcher first sought to understand the general challenges facing implementation of the programme in different sections of the Bureau. The aim was to

understand what other challenges affected implementation, apart from records management.

4.5.1.1 Data Collected from Top Management

The researcher interviewed these respondents in order to understand challenges facing them in the implementation of BRN in relation to records management these are some of the challenges mentioned:

- Limited programmatic funding for the Big Results Now! Agriculture initiatives.
- Delayed disbursement of funds from development partners.
- Inadequate power supply that negatively affected the IT infrastructure and IT systems.
- Constrained by the fact that Full Time Employees were not yet in place.
- Limited time to conduct a ‘pre-lab’ scoping process.
- Tension and lack of collaboration between ministerial organs and PDB.
- The absence of automated systems for processing leave, transfer and retirement claims generates bureaucracy and leads to delays and inaccuracies.
- Limited community engagement
- Uneven willingness and inconsistent incentives to drive change combined with lack of dedicated capacity to drive necessary system improvements.

When the same interview question was put to registry staff the following were the responses;

- Lack of training for the registry staff.
- Low budget allocated for the registry department.
- Little or lack of top management support.
- Inadequate infrastructure.
- Low salaries for registry staff.

4.5.2 Challenges that Hinder the Effective Management of Records

After understanding the general challenges affecting implementation of BRN in the bureau, the researcher interviewed various categories of respondents in order to determine the specific challenges that hindered effective management of records and how this impacted on implementation of BRN in the former President's Delivery Bureau. The data collected from the respondents indicated that there were a number of factors that hindered the bureau from managing records. The following are the factors mentioned by the respondents;

Although directors were not experts on issues relating to records management, they experienced challenges related to poor records management which affected their work. These includes: unstable power supply; the absence of automated systems for processing leave, transfer and retirement claims generates bureaucracy and leads to delays and inaccuracies, inconsistent of records received from other government

organs these challenges caused delays in delivering expected outcome of the programme.

Response from managers and RAMD officers when asked to describe the difficulties they encountered with record management, they stated that resistance to change by some top management staff in the bureau was the major challenge. They stated that some senior staff including directors are sceptical to change. They held the perception that electronic records could not be trusted in the sense that information recorded electronically could be manipulated easily and this threatened confidentiality. This attitude discouraged the effective management of electronic records.

When the researcher asked the registry staff to describe the difficulties they encountered in handling both electronic and physical records, they stated that there was a problem of low top management support. Majority of the registry staff stated that top managers had a role to play in matters concerning records management including budget allocation. Unfortunately, this was not the case at the bureau. Some of the respondents stated that lack of support was caused by low awareness among many senior managers on the important role records played in supporting bureau activities. Respondents further added that due to lack of awareness, top managers believed anyone could create and manage records and therefore, some staffs from other cadres were re-deployed to work in the records management unit. Regarding this, one of the registry staff stated that:

“... the senior managers ignore our section and they believe that everyone can work in a registry and that’s why some of the staffs here were re-deployed from other departments to work in our department.”

The registry staff also stated that inadequate budgetary allocation affected the management of records in the bureau. The respondents lamented that, there was lack of adequate budgetary allocation to the bureau registry. This had caused shortage in stationery and equipment supplies. Another challenge was lack of training of registry staff. Majority of the registry staff complained that there was no training programme that was specifically arranged for them. Lack of training resulted in inadequacy of qualified records staff in the bureau.

The respondents also stated that there was non-existence of a records management policy in the bureau. According to registry staff lack of the policy in the bureau had affected proper management of both paper and electronic records. This was because there was no guidance and direction to creators and users of records on how to create and manage both paper and electronic records. Furthermore, they mentioned inadequate power supply as the limiting factor to proper management of electronic records. Majority of the respondents pointed out that there was a problem of irregular distribution of electricity in the bureau. The irregular supply of power was a threat to the functioning of ICT facilities that generated and managed records. Also, irregular supply of power often led to internet problems, thus delaying accessibility to electronic records. Some respondents argued that the unstable power supply in the bureau had affected the creation, sharing and management of electronic records.

They noted that the above challenges had negatively impacted the management of bureau records as well as delivery of the initiative. This had resulted to delays in sharing of information, misfiling and poor decision making.

Other respondents were asked to describe the difficulties they encountered in record management. at the former President's Delivery Bureau, they stated that inadequate skilled records personnel was the most challenging factor. She further noted that the available records staff lacked technical knowledge and talents in both records management and information technology they also discovered that, as a result of a lack of adequate knowledge, and skills, records staffs were not able to make informed contributions to an ICT discussion on how to develop effective electronic records management systems. They stated that a limited budget was another factor that hampered effective management of records in the bureau. They explained that the bureau departments including records management department lacked adequate budgets to enhance effective management of both e- records and hard records. They further stated that the bureau received budgetary allocation from the central government via the Ministry of Finance and Planning but the funds allocated to this Ministry were not enough to be distributed as expected. The lack of adequate budgets in the ministry had also affected the bureau division and units including records management unit. Respondents believed that inadequate budgetary allocation was a stumbling block to the acquisition of electronic records management systems, both hardware and software.

4.5.2.1 Data Collected from ICT Staff

The researcher also interviewed the ICT staff in order to understand the challenges that hindered the management of electronic records in the bureau. The ICT staff stated that inadequate skilled and knowledgeable staff was a key factor affecting successful implementation of electronic records management. They observed that both IT and records management staff lacked essential skills in records management. Despite the

training that IT staff had received, there were no specific records management training for ICT staff to enable them understand issues relating to records management.

The IT staff also noted that there was a problem of inadequate power supply in the bureau. They complained that on some occasions the electricity was available only for half of the day and sometimes not available at all. This irregular power supply was a threat not only to ICT facilities but also to the management of electronic records. They added that the bureau did not have a standby generator in that time data was collected that could be used as an alternative power source. IT staff further stated that information security and privacy was another big challenge affecting records management in the bureau. The IT staff pointed out that protecting the security and confidentiality of electronic records in electronic information systems such as databases was difficult as the methods used could easily be corrupted. They also pointed out other threats such as manipulation of electronic records which easily undermined their authenticity and reliability.

Regarding the challenges facing the President's Delivery Bureau, the researcher reviewed a report titled "Big Results Now! in Tanzanian education: Has the Delivery Approach Enabled Teachers & Delivered Learning by Robin Todd & Ian Attfield (2017) From this report the researcher confirmed the views of the respondents interviewed on challenges facing the bureau since most of their views concurred with Robin and Ian' findings. The reports states clearly that;

"The bureau faced the challenges of inadequate funding to number of programme.....The payment of non-salary claims is not prioritised in some Councils while others have inadequate funds to pay claims. There is a lack of effective and timely sharing of

information between ministries and PDB .The absence of automated systems for processing leave, transfer and retirement claims generates bureaucracy and leads to delays and inaccuracies. Limited communication with beneficiaries as to the status of their claims means that the majority of them feel demotivated and frustrated, lack of adequate physical infrastructure, and inadequately funded operating budgets”.

4.6 The Appropriate Strategies towards Sound Management of Records in President’s Delivery Bureau in supporting implementation of BRN initiative

The fourth the study's goal was to provide relevant methods for sound management of records and enhancing implementation of BRN in President’s Delivery Bureau. The aim of this objective was to find out from the respondents how the above stated challenges could be addressed.

4.6.1 Data Collected from Top Management

With regard to strategies towards sound management of records and realisation of BRN, the respondents suggested that the bureau should hire competent staff with the knowledge of managing both paper and electronic records. They pointed out that this will enable the bureau to obtain registry staff with the ability to perform and discharge their duties efficiently and confidently. They further suggested that all registry staff should be well trained on matters related to ICTs to enable them acquire skills and knowledge in Management of electronic records They also urged that management enlighten and raise awareness among all bureau workers about the critical role that records management plays in supporting the BRN initiative. other activities in the bureau. They further suggested that for those records that were managed in paper format, there should be adequate provision of storage facilities such as lockable

cabinets in order to ensure good protection of such records throughout their continuum.

4.6.2 Data Collected from Line Managers

These respondents suggested that the top management should boost registry staff morale by providing benefits and incentives such as attractive salaries, promotions as per scheme of service and also provision of the necessary support and recognition. They stated that this could be achieved if the top management recognized the role of both registry staff and electronic records management in supporting bureau functions. They further suggested that registry staff need to be sent for training especially on issues related to both ICT and electronic records management. They emphasized that the training should be more practical and should focus on the management of electronic records. They added that the registry staff should be encouraged to attend seminars and workshops relevant to records management. They also pointed out that the President Delivery Bureau should increase budget allocation for records management unit and also provide ethical training to registry staff on how to maintain confidentiality with regard to the records they manage.

4.6.3 Data Collected from Registry Personnel

The Registry staff recommended that top management support be emphasized in the bureau. The respondents pointed out that there was a need for support from the top management. One of the respondents stated that;

“the seniors must recognize our section as one of the most important departments in the bureau...” Another respondent added that *“you know we are managing the records that are so vital to both staff and our clients, if they are not supporting us there is a possibility of some staff in our department to be corrupted and disclosing the information...”*

The respondents further, recommended that the registry staff should be provided with enough working facilities to enhance effective management of both paper and electronic records such as lockable cabinets, computers and relevant software programs. One of the respondents stated that;

“Although the registry has been blamed to be slow in responding to public inquiries, the real cause for this is lack of enough working tools...”

Further, the registry staff suggested that there should be regular training for all staff working in the registry department in order to ensure that they are conversant with the management of bureau records in either paper or electronic formats. This could be done through formal training, seminars and workshops relating to management of records. They also stated that there should be an institutional records management policy to guide and provide direction on how to manage records appropriately. The respondent emphasized that the President’s Delivery Bureau should cooperate and seek advice from RAMD on how to come up with a policy on records management including electronic records management. Furthermore, the bureau should allocate enough budgets to the registry department. One of the respondents stated that;

“...we know that shortage of money is a problem of the whole nation...but why do other departments in the bureau get more than us....the management should at least allocate funds equally so that even us we enjoy the cake....”

Other respondents in human resource division suggested that the bureau should train their registry staff. She suggested that all registry staff dealing with records management should be well trained in matters relating to the management of electronic records so that they can improve performance in their units. She also suggested that enough budgets should be allocated to the registry department. The

President's Delivery Bureau has to increase budgetary allocation to the Section of records management so as to enable the section to buy records storage facilities such as computers. She further recommended that there is need to improve working conditions like installation of air conditions in the registry department so as to make the working environment more comfortable for all staff in the registry. Furthermore, she suggested that the court should recruit qualified registry staff so as to facilitate better management of both e-records and hard records.

4.6.4. Data Collected from ICT Division

The IT department is essential in provision of services required in the management of electronic records. The IT staff suggested that the former President Delivery Bureau must allocate adequate budgets to the IT department. The respondents stated that the allocation of sufficient budgets will enable the department to purchase the right and quality hardware and software to facilitate easy searching and retrieval of necessary records. They added that the systems would also provide space to store huge amounts of information in relatively small physical space on servers. They also suggested that there must be regular training of both IT and registry staff so as to increase efficiency in providing services to bureau clients. Furthermore, there must be integration between the IT department and registry department so as to enable the bureau to purchase the right systems to enhance effective management of electronic records. They also suggested that the registry should be motivated through provision of support from top management; an attractive working environment and provision of quality working facilities to enable them work better. More importantly, they suggested using alternative energy source like solar technology and standby

generator. The alternative power could overcome power interruptions and power shortage problems.

4.6.5 Data Collected from Account Unit

Respondents suggested allocation of enough funds. The respondents stated that the commercial court should make sure that the budget for records department is increased so that the department is capable of purchasing enough equipment necessary for managing electronic records such as computers and user friendly workflow systems. They also suggested that there must be training of registry staff on issues of ICT and in electronic records management so that they are knowledgeable, competent and confident in provision of records services to the President's Delivery Bureau. Furthermore, they suggested that the bureau should develop a records management policy and to distribute to all staff in the PDB. This could help other staff understand the importance of records and how they are to be managed.

4.7 Interpretation and Discussion of Research Findings

This section interprets and discusses the findings of the study. The interpretation and discussion of findings is organised according to the research objectives.

4.7.1 Functions of the Former President Delivery Bureau and Types of Records Generated

The study examined the functions performed by the former President's Delivery Bureau and types of records generated. A business process is a set of logically related business activities that combine to deliver something of value (e.g. products, goods, services or information) to a customer (Cousins and Stewart, 2002). Similarly Roper and Millar (1999) define a Business Process Analysis as an analytical framework

including the examination of organizations as systems, or the act of methodically and objectively acquiring information about business systems and putting that information to formal analysis. This comprises determining overarching corporate goals and supporting business areas and procedures, as well as defining and decomposing business processes. The researcher findings revealed that any effective records management programme cannot be undertaken successfully in a vacuum. Records are the output of business processes of any agencies or organization either public or private. In other words, records are the evidence or final proof that a business process or activity was transacted.

The respondents identified various functions carried out by various players in bureau. Majority of these respondents interviewed were involved in activities relating directly to management of records that has an impact to delivery of big results now programme. For example, the registry staffs were involved in providing safe custody of bureau records that have direct impact on the implementation of BRN programme within the bureau. Some of the respondents like Directors, and Managers, were involved in activities of providing expertise in the bureau like making decisions. While the remaining staff like Human Resource Manager, IT, and Accountants were involved in support activities of ensuring directives are well delivered to the society.

These studies demonstrated a definite connection between the various functions. or transactions undertaken by the various stakeholders in the bureau and the records generated and/or received and the implementation of BRN. This is because records by their very nature provide information required to initiate, transact certain business process or transactions and more importantly serve as proof of the activities or

transactions that have been carried out within the bureau. These findings concur strongly with (Lundgren and Lundgren 1999) who underscores the fact that records help to In the course of recording commercial transactions, it is necessary to identify individuals, services, and commodities.

These findings are also consistent with the views expressed by Mnjama and Wamukoya (2007), who state that "records are precious assets that must be maintained and preserved." Records, in addition to providing crucial proof of organizational activities, transactions, and decisions, also support business processes and are critical for evaluating organizational success. The authors go on to say that "without trustworthy records, governments cannot successfully manage state resources, civil service, and service delivery such as education and health care." Furthermore, without accurate and trustworthy records, as well as competent mechanisms to maintain them, governments cannot be held responsible for their choices and acts, and citizens' and corporate bodies' rights and entitlements cannot be respected. (Agere et al 1999) contend that in most organizations registries and records constitute the heart of the operational systems, where records management play an important role in the management of change and institutionalising the corporate culture of an organization.

From these findings it's clear that the core function of any government organ is to deliver service through protecting peoples' records. Another significance of these findings is that the proper management and the right to access records form the basis for proper implementation of development programme. More importantly it signifies

that there must be day- to -day guidance on managing records by using appropriate standards simply because these records are essential product of bureau activities.

4.7.2 Adequacy of Existing Records Management Practices (Infrastructure)

One of the questions answered by the study was; “How adequate are the current records management infrastructure in President’s Delivery Bureau? The study findings established that the bureau had limited equipment including computers to aid the management of records and human resources. The study further revealed that there were limited records equipment that existed, some of which are not in good working conditions and some did not have records management functionality software that could create, capture, and store digital generated records. The finding concur with those of (URT 2011) other challenges which have not been properly addressed by public offices due to lack of holistic government policy includes: inadequate storage facilities, low priority accorded to records and archives, lack of standard guidelines for managing electronic records, available legal frameworks are not comprehensive and limited skills

The study findings revealed that there was no specific institutional records management policy in the former President’s Delivery Bureau. Lack of such an important policy had serious implications for effective management of information and implementation of BRN objectives in the PDB. (Piggot 2002) once stated without access to good records officials are forced to take decision on an ad hoc basis without the benefit of institutional memory. Then availability of relevant policy enhances creation of accurate, reliable and authentic records. Success of records management and delivery of objectives requires an effective records management policy. As the

Bureau creates and manages records it needs to have guidelines in the form of a record-keeping policy. Such a policy should reflect the values, mission, vision and goals of the President's Delivery Bureau.

Accurate, authentic and reliable records require that records are placed and stored in a safe environment. The study findings revealed that the management of electronic bureau records in the PDB did not guarantee the safety of the records. In the bureau there existed no tighter security system and access control for electronic records, therefore, many staff could access the records unlawfully. The President's Delivery Bureau still used passwords as security measures that could easily be breached by other staff in the PDB. This therefore, hampered effective implementation of big results now initiative and besides there was no confidentiality of important records required to make decision by officials. These findings concur with that of (Piggot 2002) who state the loss of control of records has consequences for all citizens, especially for the poorest who are least able to defend themselves. Therefore well managed records are foundation for good governance. They serve both to document the policies, transactions, activities of government and to provide a trusted source of information to support decision making and accountability (IRMT 2018)

The study further revealed that records staff in the bureau lacked training on records management which negatively affected their ability to manage records efficiently. Lack of training had also affected negatively the employees working morale. This comment from the registry staff highlighted the lack of knowledge and skills and low working morale. "You know we are managing records that are very vital, but unfortunately we get little support from our senior managers ...we have seen other

cadres receive a lot of training but none has been done in our section.... Actually I'm doing this job because I have no other work to do but am tired....". These findings reflect the view of Manyambula (2009), and Sicalwe (2011) government ministries registry staff lack adequate training in records management. Majority of registry personnel had received training at certificate level, received training at diploma level and minimal received training at postgraduate diploma level. Sicalwe (2011) further noted the level of training of registry personnel was grossly underdeveloped. It's evident that their professional competencies were inadequate. Similarly, Lyaruu (2005) revealed that lack of professionalism in records management is the most fundamental problem plaguing registries in most government ministries and department in Tanzania. Therefore, these findings hold water that training of records managers should be conducted seriously with regulated standards or guideline.

4.7.3 Challenges in Records Management

From this objective the study findings revealed that attitudes and culture of some officials in the bureau including directors made it difficult to implement successfully records management practices at PDB. Some respondents and other bureau staff were not ready to accept the use of electronic records in their daily activities. This was caused by lack of awareness as well as limited IT and born digital records management skills.

The findings also revealed that top management was to blame for the poor state of records since they did not provide adequate budgets to the records management department. Besides, senior management did not support the use of electronic records management systems. Lack of top management support is a problem facing many

countries in ESARBICA. This is according to views by Ngulube (2004), Kemoni (2007), Mnjama (2003), Wamukoya and Mutula (2005) and Cain and Thurston (1997), all of whom point out that one of the challenges confronting record management in most nations in the ESARBICA area is a lack of support from top officials. The lack of top management support and other related factors makes it difficult for the bureau registry staff to appreciate the role and the importance of records management in enhancing smooth implementation of development projects. It also undermines the morale of registry staff towards their work in serving the bureau.

The study revealed that lack of training among registry staff was a major challenge towards better management of both electronic and hard records. Lack of training affected both registry and IT staff. In this regard, both IT and registry staff lacked adequate knowledge and skills in managing both paper and electronic records. This had negative implications towards the implementation of BRN programme. This study concurs with findings of many scholars in ESARBICA region such as Wamukoya (1996), Ngulube (2004), Kemoni (2007) and Mnjama (2003) who have noted that lack of skilled records management professionals was a bottleneck in managing records in the ESARBICA countries.

The finding also shows that inadequate power supply in the bureau was a major challenge that hampered effective management of electronic records. Inadequate power supply threatened the functionality of infrastructure that used to create and store electronic records and this implies that the creation and access to such records is at time not possible in the PDB. This had led to delay of decision because files were

not timely accessed and retrieved. There is a need for PDB to address this problem as a measure to improve electronic records management in the bureau.

The study findings further revealed that lack of policy was another challenge that affected proper management of records in the bureau. The management of records must be addressed within the broader context of the policies that will guide and provide direction on the administration of all types of documents. Inadequate record-keeping policy in the former President's Delivery Bureau undermined proper management of records. The bureau must develop its own records management policy that should be responsible for creating integrated, coordinated, and well supported records management programmes. This policy should be a part of the overall ICT strategy so as to create a link between ICT and records management unit. In other words the policy should ensure that ICT is integrated more firmly in the records management policy within the PDB structures so as to facilitate the use of electronic systems for record management purposes.

The significance of these findings is that effective implementation of BRN programme cannot be realized in a setting where records are inadequately handled. When there is poor records management, decisions can be delayed and. Therefore, there is need to ensure that records at the former President's Delivery Bureau are well managed in order to enhance effective implementation of Big results now initiative.

4.8 Chapter Synopsis

This chapter has presented, analyzed, and interpreted the conclusions of data acquired from various cadres on issues pertaining to the function of records management in enabling the execution of the BRN initiative, which cannot be done in an environment

where records are poorly maintained. The presentation, analysis and interpretation of the data is in accordance with the research objectives, research questions and supported heavily with research instruments. The data was collected by administering semi structured interviews to the different respondents at the former President's Delivery Bureau. The research findings revealed that records management could be a prime driver towards the successful implementation of Big Results Now programme at the President's Delivery Bureau. This study established that records management provided complete, accurate records and enabled fast retrieval of information required for making reasonable decision in the bureau business process. However, the study found out that records management could promote effective implementation only if there was appropriate policy for records management, motivated and skilled staff in the registry department, enough budgets for records management, top management support in records management field, quality infrastructure for managing both electronic records and hard records, among others.

CHAPTER FIVE

RESEARCH FINDINGS SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

Based on the study objectives and research questions, this chapter gives a summary of the study findings, conclusion, and suggestions.

5.2 Research Findings Synthesis

The study findings are summarized below. The summary is supplied in line with the study's research questions, which were:

1. What functions are performed in the President's delivery bureau and the records generated from the functions?
2. How do the existing recordkeeping practices, policies and procedures enhance or undermine implementation of BRN?
3. What difficulties have you faced with record management? and how does this affect implementation of BRN initiative?
4. Which appropriate strategies can be undertaken towards sound management of records in PDB?

5.2.1 The Functions and Types of Records Generated at President's Delivery Bureau

Research findings revealed that there were various functions performed by the former President's Delivery Bureau. They included; Coordination and facilitation of

comprehensive Big Results Now (BRN) programs and initiatives; Providing advice and solutions to reduce bottlenecks in the National Key Results Areas program implementation; Analyzing and validating performance reports from lead Ministries Among other things, preparing periodic implementation and performance reports for complex BRN programs and projects. Further, the research demonstrated that there was a clear correlation between bureau duties and the documents generated Among the records created were a performance report, contracts and agreements, letters, refunds, statistics, an inventory list, and a publication.

5.2.2 The Adequacy of Existing Records Management practices (Infrastructure)

The study's findings revealed that President's Delivery Bureau's records management infrastructure was deficient. A variety of issues contributed to this scenario, including inadequate and out-of-date technology, a lack of records management strategy, insufficient financial allocation in the registry, and a paucity of enough qualified and competent registry workers. The aforementioned problems were identified as undermining record management as well as the Bureau's objective and vision of supporting the government in identifying NKRA and building implementation plans for speedy and meaningful outcomes.

5.2.3 Challenges Faced by President's Delivery Bureau in Managing Records

The findings also highlighted that the bureau had a lot of issues when it came to record management. Inadequate funds, a lack of training, a lack of a records management strategy, inadequate facilities, and erratic power supply are just a few examples. The proportion of participants believed that some of these difficulties might have been avoided with top management assistance and sufficient financial allocation, among other things.

5.2.4 Appropriate Strategies towards Sound Management of Records

Respondents were asked to identify relevant ideas for improving records management at the former President's Delivery Bureau. Respondents made a variety of recommendations for good record administration, including providing training to all records workers and proper funding allocation. Other measures proposed included the appointment of skilled records management employees, senior management assistance, and, most significantly, developing an appropriate records management policy.

5.3 Conclusion

The purpose of this study was to analyze the role of records management in the execution of the Big Results Now project in Tanzania, with the goal of identifying acceptable techniques for inclusive records management. To assist the previous President's delivery Bureau's purpose of ensuring effective and efficient delivery of approved initiatives in the National Key Result Areas via cohesive priority allocation and strong performance monitoring and assessment. These calls for an effective records management programme that ensures efficient and effective management of bureau records and information in the way that records creation, use and maintenance should be in accordance with established policies and procedure as well as workers morale in supporting implementation of big results now programme.

The investigation indicated that the old President's Delivery Bureau performed a variety of bureau-related duties, and there was clearly a relationship between the functions, transactions, and bureau records created. This connection between the duties performed in the bureau and the records generated formed the basis to more readily respond to accountability obligations to manage bureau records efficiently and

effectively as well as enhance the attainment of expected BRN objectives. This view concurs with Roper and Millar (1999) who argue that any effective records management programme cannot be undertaken successfully in a vacuum. Records are the evidence of final proof that a business process or activity was transacted. It is in this context that records are considered valuable organisational assets that need to be well managed throughout their continuum.

The study established that records were an important resource of every aspect performed in the bureau. All staff depended on accurate, complete and reliable information to carry out their work and for decision making. Well managed both e-records and hard records enabled the bureau to offer a trustworthy and legally verified source of proof thus resulting in better delivery of development project. It also enhanced informed decision making, increased transparency, helped fast retrieval of required information and reduced the cost and time of searching for information required by the bureau officials to make fast and accurate decision. Conversely, the study found out that poor management of records adversely undermined proper implementation of programme. Mnjama and Wamukoya (2007) share a similar view that records are precious assets that must be handled and safeguarded. Records, in addition to providing crucial proof of organizational activities, transactions, and decisions, also support business processes and are critical for evaluating organizational success. Poor records management may compromise accountability, good governance and even effective delivery of government projects.

The researcher also discovered that, despite the importance of excellent records management in assisting with the implementation of the BRN program, there was

ineffective records management at the previous President's Delivery Bureau. According to the report, the status of records management in the bureau was poor since the majority of personnel working in the registry as record keepers were not certified. The survey also discovered a scarcity of storage facilities. For the management of records. Further, there was lack of a policy for managing both paper and electronic records and worse still there was insufficient budgetary allocation for the registry department.

The researcher also sought to establish appropriate strategies towards sound management of records in the bureau. A variety of measures were proposed, including training for records management personnel. Sensitising top management support on issues relating to records management and creating awareness campaigns. The respondents further suggested that the bureau should increase budgetary allocation, come up with appropriate policy for records management and put in place adequate infrastructure for electronic records management including computers and document management systems or automated workflow systems.

5.4 Recommendations

The research findings identified many issues affecting the management of records in the former President's Delivery Bureau which also affected the implementation of big results now programme. As a way of resolving some of the issues, the researcher makes the following recommendations which are based on the study's results if implemented these strategies should help improve the management of records in government entities.

5.4.1 Developing a Policy for the Management of Records

The analysis discovered that the agency lacked a records management policy. It is so suggested that the bureau should come up with a records management policy that will ensure sound management of the records, promote access to records, and enhance security and electronic records storage, among others. The policy should be endorsed by the top officials and should be readily available to all staffs at all levels. The development of such a policy must be benchmarked against the ISO 15489-2001 standard to ensure consistent practices are followed in the management of bureau records. The policy should assign responsibility of managing records to all staff as part of their daily work.

5.4.2 Capacity Building for Registry Staff

The study revealed that most of the staff working in the bureau registry had not acquired professional training in the area of records management. The study therefore, recommends that there is need for the bureau to launch in-house records management training programme for its staff. This will help equip registry staff the requisite skills in order to have a firm grasp of records management. It will also assist them in carrying out their duties successfully and in compliance with the law, records management legal requirements and standards. Further to this, the former President's Delivery Bureau should be well equipped with electronic records management and ICTs training facilities in order to ensure successful training.

5.4.3 Allocation of Adequate Budget for Management of Bureau Records

The study findings revealed that inadequate budgetary allocation for records management department was one of the most significant obstacles to good record management, in the former President's Delivery Bureau. It is therefore, recommended

that the PDB should increase budgetary allocation for the records management department. Enough budgetary allocation will enable the records management unit to train their staff and purchase adequate and up to date electronic records management equipment such as computers and software programs. The President's Delivery Bureau should lobby government to fund their ICT and records management activities and should similarly seek support from donor and development agencies to supplement those efforts.

5.4.4 Installation of Records Management Workflow Systems

The study also found out that there was a strong relationship between electronic records management and Information and Communication Technology (ICTs). Despite the relationship between the two, the study established that ICT and records management were not fully integrated in the former President's Delivery Bureau. The records personnel were not involved in the planning, designing and implementation of the electronic records management system. Therefore, there is need for both IT and records personnel to play a major role as far as computerisation of bureau records are concerned. Records management issues should be considered as a priority when planning, designing or implementing ICT systems. Senior officials, managers, auditors, and personnel who appreciate the relevance of records management to the bureau's operations must strongly support the integration.

5.4.5 Launch of Records Management Awareness Campaign

The study revealed that very low priority was given to the records management unit. Top management and other bureau staff were not aware of the important role played by records management towards delivery of development projects and for those few people who appeared to be aware paid insufficient attention to the problem. This has

resulted negative attitudes by many staff in the bureau towards records management. To address this, the study recommends that the head of the registry staff in collaboration with other officials including HRMA organise awareness campaign, workshops and seminars in order to sensitize bureau staff on the important role of records management. All staff should be made aware of their role in the creation, capture, storage and security of records.

5.4.6 Installation of Reliable Solar Power and Automated Generators

The study found out that lack of reliable power supply undermined the effective management of electronic records at the former President's Delivery Bureau. The bureau depends only on power supply from TANESCO (Tanzania Electrical Company), which is overwhelmed with high demands of power from all over the country. In this regard, the researcher recommends the installation of solar power and a high voltage generator as a power back-up.

5.4.7 Take Adequate Security Measures

Security concerns were raised as part of the study findings. The bureau officials including some director did not trust electronic records on security grounds. Directors were worried about inappropriate usage, unauthorized access and alteration of bureau records. They believed that electronic records could not be properly secured and that their authenticity and confidentiality were easily breached. They also observed that electronic records were easily affected by viruses and this endangered their accessibility and availability. In this regard, President's Delivery Bureau should invest in improved security system such as firewalls and encryption, among others. Further, they should explore the possibility of using accredited electronic record keeping system such as TRIM which has robust security applications.

5.5 Suggestions for Additional Research

Following this study on the contribution of records management towards implementation, of big results now programme various issues were highlighted which could not be fully investigated as part of the present study. In view of this, the study makes the following suggestion for further research;

- The The study's findings offer some light on the training requirements of the former President's Delivery Bureau staff in areas of electronic records management. Further research is needed to establish the training needs of staff in the other MDA's as a way of enhancing their knowledge and skills in records management generally.
- Mapping and Auditing Records Management as a Tool for Quality Service Provision, the current study recommends more research in the field of mapping and auditing records management as a tool for quality service provision in MDA's. This is due to the fact that mapping and auditing records management would expose the information sinks and records assets present inside government institutions. Auditing will also show any gaps in the records system and encourage action to correct these weaknesses.

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APPENDICES

Appendix I: Letter of Information

Dear respondents,

I am a student pursuing a Master's Degree of Science in Information Science (Records & Archives Management) at Moi University at Kenya's School of Information Science.

I am now working on a paper titled "Contribution of Records Management towards Implementation of Big Results Now Initiative at the former President's Delivery Bureau in Tanzania," with the goal of recommending acceptable sound records management solutions.

As a result, I have identified you to participate in this study, and I respectfully request that you submit answers to this interview as objectively as possible.

All information you submit will be treated discreetly and will only be used to achieve the study's aims.

You're sincerely,

FRANK P.MALULU
Researcher

Appendix II: Interview Schedule for Directors, and Managers at the President's Delivery Bureau.

Section A. Functions of the bureau and Types of Records Generated

1. What role does the bureau play in matters related to implementation of BRN programme?
2. What records are received into the bureau registry?
3. In what formats are the bureau records received?
4. What categories of bureau records implement BRN programme?
5. Who are the users of the bureau records created?

Section B: Adequacy of existing records management infrastructure

1. Does the bureau have infrastructure for managing both paper and electronic records? If yes, does the existing records management infrastructures assisting you in implementation of BRN programme?
2. Do you experience any delays resulted with poor records management infrastructure? If yes what measures do you take to handle the problem?
3. 3. Do you have a suitable record-keeping infrastructure to carry out your obligations effectively?
4. How do current records management procedures affect the bureau's efficiency and effectiveness?

Section C: Problems encountered in record management in President's Delivery Bureau

1. What challenges do you face in fulfilling day to day routine?

2. What are the records management challenges you encounter and how do these impact on implementation of BRN programme?

Section D: Strategies towards sound management of records

1. 1. Based on the aforementioned issues, what do you believe can be done to solve the aforementioned challenges?
2. What steps may staff take to guarantee good record management and BRN program implementation?

Appendix III: Schedule of Interviews for Registry Personnel at the Former President's Delivery Bureau

Department

Sex: Male () Female ()

Qualifications: PhD () Masters () Degree () Diploma ()

Years in current position: Less than 5 years () 5-10 years () Over 10 years ()

SECTION A: Functions performed and types of records generated

1. What role does the bureau play in matters related to records management?
2. What sorts of records are generated and received as a result of the aforementioned functions?
3. What formats are the records generated and received in?
4. What specific bureau records promote the implementation of BRN programme
5. Who is responsible for the creation of the records mentioned above?
6. Who are the users of the records created?

SECTION B: Adequacy of the existing records management infrastructure

1. 1. Do you have a policy in place to oversee the maintenance of bureau records?
2. If yes, does the policy help the bureau to effectively manage records related to the implementation of BRN programme in the bureau and country?

3. What equipment does the register have for maintaining both electronic and physical paper records?
4. How adequacy of the existing equipment for the management of bureau records?
5. Is the physical environment in the bureau registry suitable for record management?
6. Does (electronic) record keeping system for managing bureau and decisions exist?
7. What are the potential risks likely to affect the management of bureau records?
8. What measures are taken to protect records from such risks and for posterity?
9. Do you have any knowledge and skills to effectively manage the records in electronic format? If yes, how did you acquire skills?
10. How do you perceive your level of competence in the management of bureau records?
11. Do you have enough instruments to carry out your responsibilities?

Section C: Problems encountered in record management

1. 1. What difficulties do registry personnel experience in carrying out the BRN program on a daily basis?

2. What are the records management problems affecting the BRN program's implementation??

Section D: Strategies towards sound records management

1. In your opinion, what can be done to solve the aforementioned challenges?
2. What can registry personnel do to improve record administration and make the BRN initiative more effective?

Appendix IV: Interview Schedule for the previous President's Delivery Bureau's Human Resource and Administration Manager, IT and Accountants, and Analysts

Department: -----

Sex: Male () Female ()

Qualifications: PhD () Masters () Degree () Diploma ()

Years in current position: Less than 5 years () 5-10 years () Over 10 years ()

1. 1. Do you have a policy in place to oversee the maintenance of bureau records? If yes, does the policy help the bureau to effectively manage records related to the implementation of BRN?
2. As the bureau moves towards computerization, what plans are in place for electronic records management?
3. As the bureau moves towards computerization, is there training for the bureau staff on the use of electronic records?
4. In what areas can ICTs be applied in the management of bureau records?
5. How do you think moving to electronic records management can help the President's Delivery Bureau improve on the implementation of BRN?
6. As far as Records management is concerned does it sufficiently support the bureau in implementation of BRN?

7. In your view, do you think that the Will improved record management increase bureau efficiency in adopting BRN?
8. Does the Bureau have adequate facilities for the management of records?
9. Is there any budget allocation for Records Management?
10. What records management challenges do you face in your department in relation to implementation of BRN?
11. What suggestions would you make to strengthen records management as an essential component of effective governance?

Appendix V: Pre-test Checklist

Dear respondents

I am a student at Moi University doing a Master's degree in Information Sciences (Records and Archives Management). I'm looking for your help with a study assignment. The purpose of this research is to evaluate the contribution of records management towards implementation of big results now initiative at the President's Delivery Bureau in Tanzania. In order to ensure the validity and reliability of the interviews guide as a data collection tool, I am conducting a pre-test on the interview questions. I am intending to use for the study. Your comments and contributions will be most welcome.

1. Are the instructions given in the interview questions clear? Yes () No ()

2. Have you come across any grammatical mistakes? No () Yes ()

If so, please specify which interview questions were impacted.

3. Are the vocabularies appropriate for the respondents? Yes () No ()

If your answer is No, please provide some suggestions below

.....

4. Is there a technical phrase that you don't understand? Yes () No ()

If you answered yes, could you kindly specify which ones?

5. Can you comprehend the terminology used in the interview questions? Yes ()

No ()


If you answered no, please provide some recommendations for improving the wording below.....

5. Are there any typing error? Yes () No ()

If your answer is Yes, please indicate them in the interview questions given

Appendix VI: A Confirmation Letter from President's Delivery Bureau

THE UNITED REPUBLIC OF TANZANIA



PRESIDENT'S DELIVERY BUREAU

Telegrams: "BIGRESULTNOW"
Telephone: +255 222224232/137
Fax: +255(22)2116379
Email: info@pdb@go.tz

THE CHIEF EXECUTIVE OFFICER,
P.O Box 3815,
DAR ES SALAAM,
TANZANIA.

18 AUGUST 2015

In reply please quote

Ref: NO.PDB/A61/2017


Mr. Frank P. Malulu
Moi University
P.O Box 3900, Eldoret
KENYA

Re: **RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "**Role of Records Management in Supporting the Implementation of Big Results Now initiative at the President's Delivery Bureau in Tanzania**"

This is to inform you that permission has been granted to conduct research as requested from 18 August 2015

Therefore please be informed accordingly


S.M.KINWASI
FOR CHIEF EXECUTIVE OFFICER

