ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

Examining Effectiveness of Electronic Land Record Management in Public Institutions for Improved Service Delivery: A Case Study of the Lusaka City Council

Zalenga Mandiza[1]; Dr. Chisala Bwalya[2]

[1]Department of Social Sciences Information and Communications University ICU Lusaka, Zambia
[2]Department of Social Research Information and Communications University ICU, Zambia Research and Development Centre (ZRDC), Lusaka, Zambia

Publication Date: 2025/12/29

Abstract: This study examined the effectiveness of Electronic Land Record Management (ELRM) in improving service delivery at Lusaka City Council (LCC). The research was motivated by the persistent challenges of poor records management in public institutions, which weaken transparency, delay service delivery, and reduce public trust. A case study design was used, with data collected from 50 staff members and clients through questionnaires, interviews, and document reviews, supported by both qualitative and quantitative analysis. The findings revealed that while some departments such as City Planning use ELRM systems, about 60% of LCC still depends on manual record keeping, leading to delays and inconsistencies. Furthermore, 72% of staff reported not receiving formal training in ELRM, while limited internet access, inadequate equipment, and lack of a standardized policy across departments constrained system effectiveness. Despite these challenges, most respondents recognized the potential of ELRM to enhance efficiency, reduce errors, and improve transparency if properly implemented. Overall, the study demonstrated that with the right investments and policies, ELRM can significantly transform public service delivery, strengthen accountability, and enhance citizen satisfaction at Lusaka City Council and other public institutions.

Keywords: *Electronic Land Record Management, Service Delivery, Public Institutions, Lusaka City Council, Records Management.*

How to Cite: Zalenga Mandiza; Dr. Chisala Bwalya (2025) Examining Effectiveness of Electronic Land Record Management in Public Institutions for Improved Service Delivery: A Case Study of the Lusaka City Council.
International Journal of Innovative Science and Research Technology, 10(12), 1915-1929.
https://doi.org/10.38124/ijisrt/25dec1378

I. INTRODUCTION

➢ *Background*

A record is either created or received by an organisation in pursuance of, or compliance with legal obligations, or in the transaction of business (Jones, 2018). By definition, a record is any document created, received, and maintained that documents the organization's activities, transactions, and functions in the course of the its business or legal obligations, regardless of format. Records are evidence of what the organisation does. They capture its business activities and transactions such as contract negotiations, business correspondence, personnel files, and financial statements among others. Records come in many formats such as physical paper or electronic. Ongwenyi et al (2018) opine that records are important because they are the corporate knowledge of an organisation, independent of staff turnover. Records are indispensable for the efficient, transparent, and accountable management of organizations"

Jones (2018) Lusaka is the largest city in the Republic of Zambia with a population of over 2.8 million. It serves as Zambia's capital and the country's commercial center. The city is located in the agricultural region of central Zambia and is connected through train and road to all major parts of the country. In 1913, the British government founded Lusaka as a remote outpost for British administrators and farmers. Sullivan (2017) the Soli People were the original inhabitants of the land but in the 1890s the British South African Company seized the territory which had been called "Lusaka" in honor of the old Soli state. In 1935 Lusaka became the capital of what was now the Northern Rhodesia Colony. Capital-designation brought major development and infrastructure to the city. The British colonial government commissioned John A. Jones (2018) Hoogterp, a South African, to build the city's Government House and other

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

major administrative buildings. Trees were planted alongside the streets, and houses with lawns were constructed to accommodate new white settlers. This new green foliage earned Lusaka the nickname the "Garden City. Jones (2018) The majority of Lusaka's residents than were European or Asian. Indigenous Africans who worked in the city were forced to live in compounds on the outskirts of town or immediately next to their place of employment. The racial hierarchy of Lusaka emphasized white authority and black inferiority in a colony where blacks outnumbered whites ten to one.

Being Zambia's largest city, Lusaka produces textiles, shoes, processed foods, and cement. It is home to many notable institutions such as the Zambian National Assembly Building, the Lusaka National Museum, the Mulungushi International Conference Center, the Kenneth Kaunda International Airport, and the University of Zambia. The city, governed by a mayor and city council, faces modern-day issues of urban blight and massive unemployment typical of most African capitals.

➢ *Statement of Problem*

Despite the importance of records management in improving service delivery in local government institutions, it seems that records management practices at Lusaka City are poor and not well coordinated. Observation by the researcher at the institution revealed that the human resource registry department which is one of the two major registry department for the whole institution (the other one being the Department of Finance) uses manual or paper-based management of records. In this department, records are captured and stored mainly in paper format. While, the Department of Finance maintains both paper and electronic records. Although Lusaka City Council is involved in records management, there is little uniformity in the manner records are managed. Each department has its own registry, and it is up to a department to integrate ICT in the management of its records. Though some departments have attempted to go digital in providing services and managing records, the management of records is still poor. In situations where records are managed electronically, there are problems related to internet penetration and connectivity. For example, the City Planning department at the Council mainly uses electronic records management system in doing their business such as approving of building plans. The Public Service Records Management Policy (2017) the challenge with this system is internet penetration and connectivity. Moreover, there are few computers that are connected to the network, members of staff have to compromise. They resort to use their own laptops and internet to work using this system. On the other hand, clients are also faced with similar challenges of network penetration. Poor corporate governance at the council results in negative outcomes such as the council's loss of credibility in the eyes of the communities it serves, investors' minimal interest in financing municipalities, service delivery protests and maladministration. Lusaka City Council is not performing as expected because of poor records management practices. Poor records management virtually contribute to poor audit outcomes.

- *General Objective*

The general objective of this study is to examine the effectiveness of records management for improved service delivery of the Lusaka City Council.

- *Specific Objectives*

✓ To examine types of electronic land records management practices at the Lusaka City Council.
✓ To evaluate the effectiveness of electronic land records management practice by the Lusaka City Council in decision making.
✓ To examine challenges in electronic land records management in the Lusaka City Council in decision making.

➢ *Research Questions*

✓ What is the current state of electronic land record management at Lusaka City Council?
✓ What challenges does the Lusaka City Council face in managing electronic land records decision making?
✓ What strategies can be implemented to improve electronic land record management in the Lusaka City Council decision making?

➢ *Theoretical Framework*

The study adopts Roger's diffusion of innovation theory. Rogers' diffusion of innovations theory is the most appropriate for investigating the adoption of technology in higher education and educational environments (Medlin, 2001; Parisot, 1995). In fact, much diffusion research involves technological innovations so Rogers (2003) usually used the word "technology" and "innovation" as synonyms. For Rogers, "a technology is a design for instrumental action that reduces the uncertainty in the cause-effect relationships involved in achieving a desired outcome" (p. 13). It is composed of two parts: hardware and software. While hardware is "the tool that embodies the technology in the form of a material or physical object," software is "the information base for the tool" (Rogers, 2003, p. 259). Since software (as a technological innovation) has a low level of observability, its rate of adoption is quite slow. For Rogers (2003), adoption is a decision of "full use of an innovation as the best course of action available" and rejection is a decision "not to adopt an innovation" (p. 177). Rogers defines diffusion as "the process in which an innovation is communicated thorough certain channels over time among the members of a social system" (p. 5). As expressed in this definition, innovation, communication channels, time, and social system are the four key components of the diffusion of innovations.

➢ *Significance of Study*

This study is significant for several reasons. The findings will offer insights into how the council can improve its record management systems, thereby enhancing service delivery and accountability. The research will provide evidence-based recommendations that can be used to inform public sector reforms related to record management. The study will contribute to the limited body of knowledge on

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

records management in public institutions, especially in the context of developing countries like Zambia. Better records management will lead to improved service delivery, benefiting the residents of Lusaka who rely on the council for essential services. By examining the effectiveness of ERM, the study will provide insights into how digital record-keeping systems can streamline operations, improve efficiency, and reduce administrative burdens. This is especially important in the context of a growing population and increasing demand for public services, where effective management of records is critical to ensuring timely and responsive service delivery.

The findings can contribute to policy development aimed at modernizing public sector administration, highlighting the benefits of ERM in transparency, accountability, and better resource management. Moreover, the study will inform local government institutions about best practices for adopting and optimizing ERM systems, which could foster greater public trust in government operations. Ultimately, the research will support decision-making processes that could lead to improved access to services, better customer experiences, and increased public sector productivity.

➢ *Scope of Study*

This study will be conducted at the Lusaka City Council, focusing on departments that handle key public services such as waste management, urban planning, and public health. The study will assess records management practices, including how records are stored, retrieved, and disposed of. It will also explore the challenges faced by the council in implementing effective records management systems and how this affect service delivery. The study will be limited to the Lusaka City Council and will not extend to other local authorities or government agencies.

➢ *Operational Definitions of Concepts*

- Electronic Records Management: The process of efficiently managing an organization's records, including their creation, storage, maintenance, retrieval, and disposal in compliance with legal, regulatory, and policy requirements.

- Service Delivery: The provision of public services by government institutions to the community, which includes health services, waste management, infrastructure development, and urban planning.

- Efficiency: The ability to achieve desired outcomes with minimal resource wastage, time delay, and errors in the process of service delivery.

- Accountability: The obligation of public institutions to provide transparent and responsible management of resources and services to the public, ensuring that they are answerable for their actions.

- Council: a group of people elected or chosen to make decisions or give advice on a particular subject, to represent a particular group of people, or to run a particular organization (Cambridge dictionary).

- Local government: a sub-unit of government controlled by a local council, which is authorized by the central government to pass ordinances having a local application, levy taxes or exact labour, and within limits specified by the central government, vary centrally decided policy in applying it locally.

- Record: The National Archives and Records Administration of the United States of America defines a record "as information regardless of physical form or characteristics, made or received by an agency in connection with the transaction of public business and preserved by the agency, or legitimate successor, as evidence of the organisation or other activities, or because of the information value".

II. LITERATURE REVIEW

Record management is a crucial element for any organization, particularly public institutions such as local government authorities, to ensure efficient service delivery, transparency, and accountability. This literature review examines the record management practices in local authorities, with specific focus on the Lusaka City Council. The review draws on various studies to provide insights into the current state of record management, its impact on service delivery, challenges faced by organizations in managing records, and potential strategies for improvement.

➢ *Types of Electronic Land Record Management for Decision Making*

Electronic records management (ERM) systems refer to the use of technology to capture, store, organize, and retrieve information. Public institutions like the Lusaka City Council have increasingly embraced ERM practices to streamline operations, improve data accuracy, and enhance service delivery. Several studies highlight various types of ERM practices employed in government agencies, such as document management systems (DMS), digital filing systems, and cloud-based storage solutions. Document Management Systems (DMS), a common practice in public institutions includes the use of specialized DMS platforms. These systems allow for better organization and retrieval of records through the use of metadata and indexing, which support quick searches and access to files. DMS can also aid in compliance with legal frameworks governing the management of public records (Harris, 2019). Integrated Government Systems, some local governments, such as Lusaka City Council, may adopt an integrated approach that combines both physical and electronic records to manage their operations. These integrated systems allow seamless data flow across various departments (Meyer & Munsch, 2021).

Cloud-based Solutions, with the global push towards cloud technology, many public institutions are utilizing cloud platforms for electronic records storage. These systems reduce the cost of physical infrastructure and

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

increase the scalability of data management (Akinbinu & Adeyemo, 2020). Lusaka City Council may use such solutions for remote access and collaborative work among departments. Electronic Document and Records Management Systems (EDRMS) a more specialized form of ERM, EDRMS systems have specific functionalities that align with governance, regulatory compliance, and efficient recordkeeping. These systems are integral in ensuring that both structured and unstructured data are effectively managed (Jones, 2018).

Effective record management is essential for both operational efficiency and legal compliance. In a study by O'Brien (2019), it was noted that local authorities often struggle with outdated systems, lack of trained personnel, and inadequate infrastructure, which directly affects the quality-of- service delivery. At Lusaka City Council, similar challenges may exist due to the rapid urbanization and the increasing volume of records generated by various departments. Research by Nyirenda (2021) on municipal record keeping in Zambia highlights that local councils often rely on manual record- keeping practices despite advancements in digital technologies. This can lead to inefficiencies in record retrieval, risk of mismanagement, and a lack of accessibility to critical information when required. Furthermore, studies such as those by Chisenga (2017) have suggested that although some improvements have been made in the digitalization of records at Lusaka City Council, a significant portion of records are still stored in physical formats, contributing to bottlenecks in daily operations and poor customer service. The shift towards electronic systems is slow, and the adoption of modern record management tools remains inconsistent. Organizations ought to have strategies to ensure that full and accurate evidence of their decisions, actions and transactions are recorded, captured and maintained by record-keeping systems. Strategies are needed to determine how, when, where and in what form information should be captured in records as 'evidence' and held as long as it is required. Strategies are also needed to dispose of records promptly and appropriately, either by destruction or transfer to an archival institution, once their business value has ended

There are various practices in the management of records. These practices are also referred to records management processes. The processes are: records capture/creation, records classification, records storage, records preservation, records security and records disposal (Alegbeleye & Chilaka, 2019). This literature will discuss the systems and processes used to manage records in local governments from this perspective. The purpose of a recordkeeping system is to manage records throughout their life cycle, i.e., from the creation or receipt of a record, through its useful life to its final disposal.

Record creation refers to the establishment of records. Records are created from business activities or transactions. In the lifecycle of records management, record creation stage is the first stage, and as such, care must be taken. This is because the level of success achieved at this stage may affect the other stages of the record life cycle (Alegbeleye & Chilaka, 2019). The creation of records must be properly captured on a proper medium after creation so that they are readily available for institutional support. All organizations including local governments create records to support and provide evidence of their transactions. In local government institutions, a record is either received or created, the creation of a record starts when a letter is produced, an e-mail is written, a form is completed or a pamphlet is printed in any local government department, as every unit of the council needs records in order to attain efficiency and effectiveness.

Zhao (2020) In the developed countries, studies have revealed that most government institutions capture and manage records in an electronic records management system. Zhao (2020) a survey by the National Archives of Australia in 2016 on Information and Records Management Practices in Australian Government Agencies found that 75% of agencies reported that they capture and manage current records in an electronic records management system such as Electronic Records Management System (ERMS) and Electronic Database Records Management System (EDRMS). The possible explanation here could be that most developed countries have integrated Information and Communication Technology (ICT) in their records management practices (Zhao, 2020).

In the developing regions such as the Sub- Saharan Africa, research has shown that local governments have also embraced technology in the creation and capturing of their records. Bakare et al. (2016) conducted a study in Ogun State, Nigeria and found that computers were used as a medium for records creation.

Filing of records, when done correctly, ensures accurate and prompt retrieval of records when required. Record filing involves sorting each record created or received and taking a proper documentation of such records (Makgahlela L. A., 2021). Records must be filed as soon as possible after receipt or creation. A sound records management practice ensures that records are correctly filed and stored. Every new record is registered and maintained in a filing system with a reference number. Records may be organized based on their level of importance, their usability in the day-to-day administration of the organization (Alegbeleye & Chilaka, 2019). They can also be classified in a manner which reflects the nature of their creation. Alegbeleye and Chilaka (2019) inform us that records can be filed using different benchmarks such as numeric, alpha-numeric, alphabetical or chronological.

Mulindwa (2015) investigated the practices undertaken to manage active-records in Butambala District Local Government in Uganda and found that the filing system used when managing the active-records included Numeric Filing System, Alphabetic Filing System, Geographical Filing System and Alphanumeric Filing System. The most filing system used when managing active records was alphabetical. Mulindwa (2015) concluded that Alphabetical System was the widely adopted by most of the local government organizations in Butambala District.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

- *Effectiveness of Electronic Land Record Management Decision Making*

According to Sullivan (2017) the effectiveness of ERM practices can be measured through several key performance indicators, such as user satisfaction, operational efficiency, data accuracy, and adherence to legal and regulatory frameworks. Improved Service Delivery, several studies show that when ERM systems are effectively implemented, they streamline workflows, which leads to faster decision-making and improved public service delivery. Electronic systems reduce delays associated with physical records and manual processes (Sullivan, 2017). In the case of Lusaka City Council, ERM practices can speed up service delivery for citizens by enabling faster retrieval of records for housing, sanitation, and other local services. Enhanced Data Accuracy and Integrity, digital systems reduce human error associated with manual record-keeping. Data integrity is enhanced as systems automatically validate and track changes to records, making it easier to maintain accurate and consistent information (Sullivan, 2017).

Cost Savings and Resource Allocation, ERM systems help public institutions optimize resource allocation. By reducing paper-based records and the physical storage space required, costs related to document management can be minimized. This frees up resources for other critical areas (Murithi & Ouma, 2021). However, the effectiveness of ERM systems depends on the level of staff training, technological infrastructure, and ongoing support. As observed by several researchers, the successful implementation of ERM systems requires a comprehensive strategy that includes technical and organizational considerations (Almeida & Ribeiro, 2020).

A shift towards a fully electronic record-keeping system is crucial for improving access, retrieval times, and overall service delivery. Mumbi (2018) advocates for adopting integrated document management systems (IDMS) that can facilitate the digitalization of records. This transition will reduce physical storage needs, increase data security, and enhance staff productivity. Staff training and development are essential for the effective management of both physical and electronic records. According to Jere (2020), consistent training programs are needed to equip council employees with the skills to manage records efficiently, use digital systems, and understand the importance of compliance with record-keeping policies. Investments in physical and technological infrastructure are vital. Building modern storage facilities and ensuring that departments have the resources to transition to electronic systems would significantly enhance the council's ability to manage records effectively (Mumba, 2022). Additionally, leveraging cloud storage solutions for scalability and ease of access to records is an innovative approach gaining traction in local government management. It is essential to have well-defined and standardized policies that guide record management practices.

Research by Zulu (2021) stresses the importance of establishing clear protocols for record creation, storage, retrieval, and disposal. The Lusaka City Council would benefit from regular audits and reviews of its record management systems to ensure adherence to these policies. Collaborating with private sector firms specializing in record management solutions can provide the expertise and technology needed to overhaul existing systems. Public-private partnerships (PPP) in digitization have shown success in various parts of the world, as discussed by Daka (2020). Sullivan (2017) the management of records plays a vital role in the smooth operation of organizations, whether they are public or private sector entities. Record management systems (RMS) are tools used to track, store, and retrieve records. As organizations grow, the volume and complexity of records increase, making it necessary to adopt strategies that ensure record accuracy, security, accessibility, and compliance with legal and regulatory requirements. This review discusses various strategies employed in improving record management systems. Moving from traditional paper-based systems to digital records management has been one of the key strategies for improving efficiency in RMS. Studies (e.g., Chigada & Ncube, 2019) have shown that digitization streamlines access to records, improves accuracy, and reduces costs related to physical storage. Automated systems can be used to capture, store, and manage records using scanning devices, Optical Character Recognition (OCR), and other technologies.

Automating record indexing, categorization, and storage ensures records are easily retrievable when needed. According to research by Hartley et al. (2021), automation reduces human error, ensures consistent record handling, and improves the speed of accessing records. Cloud technology offers scalable, cost-effective, and accessible record management solutions. Studies (e.g., Alshamaila, Papagiannidis, & Li, 2013) show that cloud-based record management systems provide organizations with flexibility, security, and easy access to records from any location. The integration of cloud-based RMS allows for seamless backup, recovery, and data sharing across departments. Cloud platforms offer enhanced security measures such as encryption, access control, and regular updates to ensure that records are safe and compliant with legal requirements. Effective record management requires well-defined policies and standards. Research highlights the importance of creating clear guidelines for handling records. This includes setting retention schedules, establishing access controls, and defining procedures for the disposal of records. A study by Mvula and Nkhoma (2021) emphasized that the lack of clear policies often leads to poor record handling practices.

Maintaining high standards for data quality is essential for ensuring that records are accurate, complete, and reliable. Establishing standardized procedures for creating, storing, and managing records reduces inconsistencies and enhances the value of the record management system. Effective training programs for employees in record management procedures are vital. Researchers (e.g., Karanja, 2020) suggest that continuous training in record-keeping practices, technological tools, and legal requirements improves compliance and reduces the risk of data mismanagement. Organizations must promote awareness about the importance of effective record

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

management. In their study, Manjula & Harini (2018) stress that fostering a culture of responsibility and accountability in record handling can reduce errors and inefficiencies in record systems. Information governance (IG) frameworks are crucial for ensuring the proper management, storage, and disposal of records. According to Klein (2021), implementing strong information governance practices enhances regulatory compliance and mitigates risks associated with data breaches and misuse. An IG framework encompasses aspects such as data privacy, risk management, and auditing processes.

RMS should incorporate audit trails that track and log user actions, ensuring transparency and accountability in the management of records. Regular monitoring ensures compliance with internal policies and external regulations. The use of AI and ML to automate record classification and indexing is becoming more prevalent. As noted by Sharma & Kumar (2020), machine learning algorithms can be trained to recognize and categorize records based on content, improving efficiency in large-scale systems. AI can also be utilized to predict the optimal retention schedules based on historical data, thereby streamlining the record retention process and ensuring that records are kept for the right duration. As organizations increasingly digitize their records, the risk of cyberattacks and unauthorized access to sensitive information grows. Research by Gupta & Kumar (2021) highlights the need for robust cybersecurity measures, including encryption, multi-factor authentication, and firewalls, to protect record management systems from security breaches.

Organizations must comply with privacy laws such as GDPR, HIPAA, or CCPA, depending on their jurisdiction. This includes ensuring records are securely stored and managed and implementing mechanisms to allow users to control access to their personal information. Effective record management systems often involve collaboration among various departments within an organization. As noted by Lawrence (2018), cross-functional collaboration ensures that records are aligned with organizational goals and improve overall organizational efficiency. Engaging stakeholders, including records managers, legal advisors, and IT personnel, in the development and improvement of RMS ensures that the system meets various requirements, such as compliance, security, and accessibility.

- *Challenges in Electronic Land Records Management for Decision Making*

Despite the potential benefits, there are several challenges to the implementation and effectiveness of ERM systems in public institutions, particularly in developing countries.

Technological Constraints and Infrastructure Issues, one of the most common challenges is the lack of robust IT infrastructure to support ERM systems. In some instances, the technology used may be outdated or insufficient to handle large volumes of data, especially in rapidly growing urban areas like Lusaka (Chikuni, 2020).

Staff Resistance and Lack of Training, human factors also pose a significant challenge. Many public sector employees may resist adopting new technologies, particularly if they are unfamiliar with how to use the systems. Lack of training and support leads to inefficiency and underutilization of the ERM system (Zhao & Zhao, 2020). In the case of Lusaka City Council, there may be a need for continuous capacity building and employee engagement to overcome these barriers.

Data Security and Privacy Concerns, with the transition to digital records, concerns over data security and privacy often arise. The risk of cyber- attacks, data breaches, and unauthorized access to sensitive information can undermine public trust in the system (Nwachukwu & Ogbangha, 2021). Lusaka City Council must ensure that data protection measures, such as encryption and access controls, are in place to mitigate these risks. Legal and Compliance Challenges, public institutions are subject to strict record-keeping regulations and national laws regarding the management of public records. Ensuring that ERM systems comply with these laws can be a challenge, especially if the systems are not properly integrated with regulatory requirements (Ibrahim, 2019). Funding Constraints, finally, public institutions often face budget constraints that may limit the extent to which ERM systems can be implemented or upgraded. Insufficient funding can result in partial implementation, which compromises the full potential of electronic records management (Mulenga & Ngulube, 2020).

The effectiveness of electronic records management practices in public institutions like Lusaka City Council can greatly improve service delivery, enhance operational efficiency, and improve data integrity. However, successful implementation depends on the types of ERM systems used, their integration with organizational workflows, staff readiness, infrastructure, and legal frameworks. Addressing challenges such as inadequate infrastructure, staff resistance, and data security concerns will be essential for optimizing ERM practices in the Lusaka City Council and similar institutions.

Lusaka City Council, like many local authorities, faces several challenges in managing records. One of the primary challenges is the limited infrastructure for digital records management. According to Mumba (2022), while the council has made some strides towards digitization, there are significant gaps in terms of technological infrastructure and human resource capacity. Staff may lack adequate training to manage electronic records effectively, leading to a higher risk of errors, data breaches, and inefficiencies. Moreover, the council struggles with inadequate physical storage facilities, which leads to overcrowded offices, risk of document loss, and poor organization of records. Many departments continue to use manual filing systems, which are slow and prone to human error. This is consistent with findings by Chanda (2019), who reported that despite policy frameworks aimed at modernizing public service delivery, record management practices at the Lusaka City Council have remained stagnant in certain areas. The organizational

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

culture within the council also poses a challenge. A study by Simumba (2020) suggests that employees in some local government bodies view record management as secondary to their core duties. This lack of priority can lead to neglect of proper record-keeping procedures and a failure to uphold best practices in record management. Additionally, financial constraints are another significant challenge. Local councils, including Lusaka City Council, often operate under tight budgets, which limits their ability to invest in necessary technologies, training, and systems to improve record management.

Previous researchers show that government institutions face various challenges with regard to the management of records. In the developed countries, local governments also face challenges in the management of records. Evidence from the Western Australian Auditor General's Report (2019) revealed that though some local governments in that country seemed to have records management policies in place, though they were inadequate and often had not been reviewed, updated and approved to reflect current management expectations for recordkeeping. This demonstrated thatlocal governments even in the developed regions are not using key tools effectively to support the implementation of records management practices.

African countries are among countries with several record management challenges. Local governments institutions in this part of the world face several challenges with regard to the capturing, preservation and management of their records. Records management programs in Africa were plagued with several challenges and problems. Due to the inability of registries and national archival institutions to perform their roles effectively. The common challenges include among them lack of records management plan; inadequate knowledge about the importance of records management for organizational efficiency; no legislation, no policies and procedures, lack of central ability to manage records, understaffing of records management units; poor records security and access control; no budget for records management; no records retention and disposal policy and no records movement control techniques.

In their study on Assessment of Records Management Practice in Selected Local Government Councils in Ogun State, Nigeria, Bakare and colleagues (2016) revealed a number of barriers confronting effective management of records in the studied local government councils. These problems ranged from lack of equipment and materials, inadequate finance, and poor maintenance culture, to inadequate storage facilities. Other problems included erratic power supply, lack of management planning, and lack of skilled personnel (Bakare et al., 2016). Lack of equipment and materials, inadequate funds, insufficient storage facilities and absence of skilled manpower to manage records as some of the problems obstructing effective records management in organizations.

County government departments experience challenges in the provision of access to information. The most cited challenges included poor working conditions, lack of adequate facilities and equipment and retaining of files presented to action officers. The least challenge experienced is that of mix up of records whether current, semi-current or non-current due to lack of a records center for semi- current records and an archive for permanent preservation of inactive records of enduring value. Lack of automated records management program, inadequate funding and lack of enough trained personnel were some of the challenges facing

Kisii county government in Kenya. Other challenges that were identified included, lack of clear records management policy, standards, guidelines and procedures to guide the management of both paper and electronic records, low priority being awarded to records management, lack of equipment, supplies and facilities in registries and low salary paid to registry personnel in their order (Abuki, 2014).

It is evident form the literature that there a several challenges facing local governments in Africa in managing their records. This has mainly been attributed to lack of funding and political will to improve records management in these organizations.

The administration of Lusaka City Council is divided into two the first is a political wing headed by the Mayor while the administration part is led by the Town Clerk and eight directors representing eight departments namely: Department of Human Resource and Administration, Department of Legal Services, Department of Engineering Services, Department of City Planning, Department of Public Health, Department of Housing and Social Services, Department of Finance, and Department of Valuation and Real Estate Management. As a Local Authority, Lusaka City Council operates a representative type of Local Government, with elected local leaders (the Councillors) constituting the Council as community representatives.

The Council has thirty-three (33) wards which are smaller geographical demarcations in the seven (7) larger constituencies that constitute the broader boundary jurisdiction of the greater Lusaka City (Momba, 2002).

Like other city councils in Zambia, Lusaka City Council provides municipal services to the residents and everyone who conduct business in the city. Among these services include but not limited to the following: Building and Consents, City Libraries, Hiring of Venues, Cemeteries, Marriages, Birth registration, Environment and Health, Traditional Healers/Herbalists, Waste Management and Health Inspectorate among others. As stated above, Lusaka City Council has 8 departments, each providing specific services particular to that departments. In each department, there are different functional units. Each department has its own registry unit responsible for the management of records and capturing those records for day-to-day activities/ transactions. However, there are two major registry department for the whole institution. The Human Resource Registry in the department of Human Resources and the other one in the Department of Finance.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

The human resource registry unit is responsible for the management of all staff records. It is surprising that with all the huge responsibility, the human resource registry department uses manual or paper-based management of records. Records are captured and stored mainly in paper format. Over the year, there has been attempts to go digital by integrating Information Communication Technology in the management of employees' records. This was an initiative of the GiZ and the Zambian local governments, it was more like a pilot project. An electronic management system was proposed to be put in place which could link the records of employees in the local government including Lusaka with the Public Service Management Division electronically. However, this system is not working among reason being poor internet penetration, lack of technical support to fully implement the system, lack of cooperation. The records management systems and practices in the human resource department is characterised by hard-copy paper-based records, huge storage of paper-based records in one room. On the other hand, the registry department is the Department of Finance maintains both paper and electronic records.

Going further, the City Planning department at the Lusaka City Council mainly uses electronic records management system in doing their business such as approving of building plans. They use a software called Metro electronic records management system. The way this system works is that, a client has to go online using any smart device or computer. The client then needs to sign up and create an account, with this account the client can do all the business related to planning such as submitting building plans for approval. The challenge with this system is internet penetration and connectivity. Moreover, there are few computers that are connected to the network, members of staff have to compromise. They resort to using their own laptops and internet to work using this system. For the Lusaka city council, an effective records management system may reduce the costs of inefficiency by making it easy to retrieve and access records within the council. Furthermore, effective records management is important for the Lusaka city council because it reduces operational costs and improves services delivery. The effective management of records may allow support teams within Lusaka city council to resolve employee and customer requests quickly and correctly.

The local government of Lusaka Province plays a crucial role in providing services to its residents. Effective records management is essential for the efficient delivery of these services. However, there may be challenges and gaps in the current state of records management in the local government of Lusaka Province. This study aims to evaluate the existing records management practices and identify areas for improvement. The local government of Lusaka Province in Zambia, specifically the Lusaka City Council, has been facing challenges in records management. The transition from manual to electronic or internet governance has been slow in the Lusaka City Council. Access to records on cemetery management has been difficult due to the lack of a digital all-accessible registration database. Cemeteries in urban areas, including Lusaka, have historically been planned and landscaped to accommodate human remains. However, older cemeteries are running out of space for new burials, especially in major urban municipalities, due to rapid urbanization and competition for well-located land. The availability of land for cemeteries is a major challenge for cemetery management in Zambia. The management of burial site documentation and registration of deaths has evolved but remained largely manual. The challenges in cemetery management include a small revenue base, minimal institutionalization of policies and practices, absence of by-laws, and lack of fencing in rural cemeteries. Many rural areas have unregistered graves, which affects the process of grave marking.

- *Personal Critique of Literature*

Zulu (2019) Many of the studies examined in the literature review primarily focus on developed countries or large international institutions, making it difficult to directly apply their findings to local contexts like the Lusaka City Council. There is a need for more localized research, especially in the African context, where infrastructure, resources, and technological adoption may differ significantly. Some of the literature may be based on outdated information, particularly in terms of technological advancements. With the rapid evolution of digital record management systems, the literature should focus on recent innovations and how they are being integrated into public institutions, especially in developing countries. Zulu (2019) While there are ample global case studies, the literature review could benefit from more in-depth case studies specifically focusing on Zambia or other African nations. These studies could offer practical insights and recommendations that are more directly relevant to the Lusaka City Council.

A significant portion of the literature emphasizes the role of advanced technology in record management (e.g., cloud storage, AI). While technology is indeed essential, the review should also give attention to organizational culture, employee training, and the socio-political aspects that may hinder the effective implementation of these systems in public institutions. The literature could provide a more robust comparative analysis of different record management systems and their direct impacts on service delivery. Understanding the pros and cons of various systems could offer better direction for the Lusaka City Council's implementation strategies. The review also lacks a strong focus on the role of governance and policy in shaping record management practices. The impact of regulatory frameworks, public sector policies, and leadership in public institutions is a crucial factor in the success or failure of record management systems. The review does not highlight the specific challenges faced by the Lusaka City Council in managing records. Understanding local challenges, such as inadequate infrastructure, funding limitations, and workforce capacity, would provide better context for the case study.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

➢ *Establishment of Research Gap*

Despite the wealth of literature on record management, there are still several research gaps that remain unaddressed, particularly in the context of public institutions in Zambia, and specifically the Lusaka City Council. There is limited research that directly evaluates how record management practices influence service delivery outcomes in the Lusaka City Council. Existing studies primarily focus on broader regional or global scales, leaving a gap in understanding local realities and outcomes. While technology is increasingly seen as a solution, few studies explore the specific challenges faced by public institutions in Zambia in adopting and maintaining digital record systems. Research is needed to identify barriers such as lack of infrastructure, technical skills, and financial constraints that may impede the successful implementation of technology. While the technical aspects of record management are often discussed, there is insufficient research on the role of employees in the success or failure of these systems. Studies examining how employee training, organizational culture, and leadership affect record management practices within the Lusaka City Council are scarce.

Research on the socio-political factors that influence record management in public institutions is lacking. In Zambia, issues such as political interference, corruption, and a lack of transparency may significantly affect the way records are managed. There is a need to explore these elements in relation to improving service delivery. Many studies focus on short-term solutions or the implementation phase, but there is a gap in understanding the long-term sustainability of record management systems in the public sector. Research is needed on how to maintain and upgrade systems over time, particularly in resource-constrained environments like Lusaka. A gap exists in research exploring how effective record management systems impact public perception and satisfaction with government services. Understanding citizens' views on the efficiency of service delivery due to improved records management could provide valuable insights into the success of these systems.

Although the importance of governance is mentioned, there is insufficient research on how the legal and regulatory frameworks governing public records in Zambia influence the effectiveness of record management. Studies are needed to examine whether current policies are aligned with best practices and how they can be improved.

There is a research gap in comparing Lusaka's record management practices with other African cities of similar size and economic status. Comparative studies could provide useful benchmarks for best practices and identify areas for improvement in Lusaka.

III. RESEARCH METHODOLOGY

➢ *Research Design*

The research design outlines the plan for the study, specifying the type of research, approach, and methodology to be employed. In this case, the study adopted a descriptive and exploratory case study to understand the then-current state of record management and its relationship with service delivery in the Lusaka City Council. The descriptive research design aimed to describe the existing record management practices, while the exploratory approach sought to identify the factors that contributed to effective or ineffective record management and how this influenced service delivery. The research used both qualitative and quantitative methods to provide a comprehensive view of the subject matter.

➢ *Target Population*

The target population for this study consisted of employees at the Lusaka City Council who were involved in record management activities. This included officers from various departments responsible for maintaining and managing records, as well as those involved in the service delivery process. The target population thus included record management staff at Lusaka City Council, department heads, and officers from other units involved in record keeping.

➢ *Sampling Design*

This section details the sampling technique used to select participants for the study. A stratified random sampling method was employed to ensure that participants from different departments and levels of the Lusaka City Council were included. Stratification was based on job roles related to record management.

➢ *Sampling Size Determination*

(Cooper and Schindler 2001) submits that, sample size refers to the number of elements or units that researchers draw from the population of respondents for research exercises. In this study, a sample size of 50 Lusaka City Council's workforce and the need for a representative sample of citizens was picked randomly, representing 25 percent of the targeted population. And all 50 questionnaires were to be distributed and returned to the researcher. These respondents were randomly chosen by the researcher after realizing that they were perceived as being important and vital to the research

➢ *Data Collection Methods*

Data collection employed a mix of qualitative and quantitative methods to capture both the statistical data and the subjective experiences of the participants. The following methods were used: questionnaires. Structured questionnaires were administered to employees. The questionnaires included Likert-scale questions and open-ended questions to gather data on record management practices and their perceived effectiveness in service delivery. The study also included an analysis of internal documents, such as record management policies, training manuals, and reports, to understand the guidelines and procedures for record management at the Council.

➢ *Data Analysis*

Data analysis involved both qualitative and quantitative techniques to provide a comprehensive understanding of the research question. Statistical software

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

such as SPSS or Excel was used to analyse closed-ended responses from the questionnaires. Descriptive statistics (e.g., frequencies, means, percentages) were used to summarize the data, and inferential statistics (e.g., correlation analysis, regression) were used to determine relationships between record management effectiveness and service delivery. Thematic analysis was employed to analyse data from open-ended questions in the questionnaires and interviews. Key themes and patterns in responses were identified to uncover factors that contributed to effective or ineffective record management.

- *Triangulation*

To increase the validity and reliability of the study, triangulation was applied. This involved using multiple data sources and methods (qualitative and quantitative) to cross-check findings. The combination of employee and citizen perspectives, along with document analysis, ensured that the study results were well-rounded and not biased by a single source of data.

- *Limitations of the study*

The study was limited by the time available to conduct interviews, distribute questionnaires, and analyse data. Some records or internal documents at the Lusaka City Council were confidential or difficult to obtain. Respondents may have provided socially desirable answers or may not have fully disclosed issues related to record management, affecting the reliability of the data. The findings were specific to the Lusaka City Council and may not have been directly applicable to other public institutions.

- *Ethical Considerations*

Ethical considerations were paramount throughout the research process. All participants were provided with clear information about the study's purpose, their role, and their rights before participating. Consent was obtained voluntarily from all participants. The identities of the participants were kept confidential. Any data collected were anonymized and stored securely to protect privacy. The research ensured that participants did not face any harm or discomfort, either physically or psychologically, during the data collection process. The study respected the rights of participants and acknowledged their contributions appropriately.

IV. PRESENTATION OF RESEARCH FINDINGS

Chapter Four presents the findings of the study and provides an analysis based on the data collected through questionnaires and interviews with selected staff of the Lusaka City Council. The chapter focuses on the current practices of electronic land record management, its effectiveness in enhancing service delivery, and the challenges faced in its implementation. The results are presented using tables and charts to give a clear view of the respondents' opinions and experiences. This chapter also interprets the data in relation to the research objectives and questions, highlighting key patterns, trends, and issues that emerged from the study.

- *Presentation of Results on Background Characteristics of the Respondents*

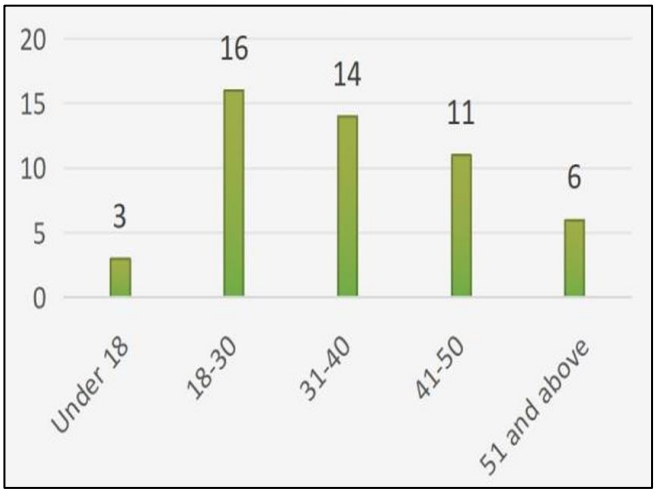

Fig 1 Ages of Respondents
Source: Field Data (2025)

The age distribution of the respondents reveals that the majority fall within the active working-age population. Only a small portion of the sample consists of individuals above 51 years (6 respondents) and those under 18 years (5 respondents). This spread indicates that most users of the electronic land records system are adults likely to be involved in land transactions, confirming that the system is being accessed by its primary target audience.

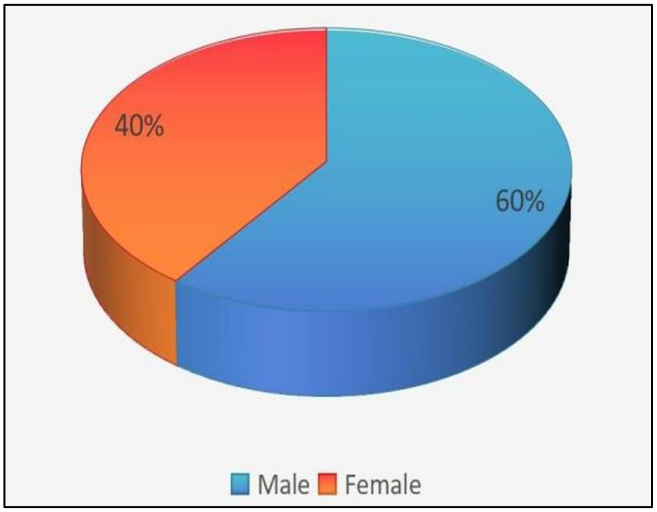

Fig 2 The Gender of Respondent
Source: Field Data (2025)

The data shows a gender gap among users, with male respondents making up 60% (30 out of 50) and female respondents accounting for 40% (20 out of 50). This imbalance may reflect broader trends in land ownership and engagement with administrative processes, where men are often more involved.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

➢ *Experience with the Electronic Land Records Management System*

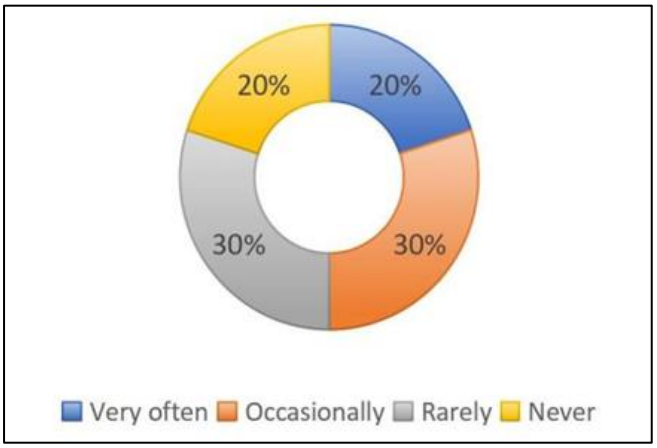

Fig 3 Frequency of Using Land Records Management System
Source: Field Data (2025)

The analysis shows a varied usage pattern of the electronic land records management system at Lusaka City Council. Out of 50 respondents, 10 indicated that they use the system very often, while 15 reported occasional use. Another 15 rarely use the system, and the remaining 10 have never used it. This pattern suggests that while some respondents are engaging with the system frequently, a significant portion still interacts with it either infrequently or not at all, which may indicate barriers such as access, awareness, or system usability.

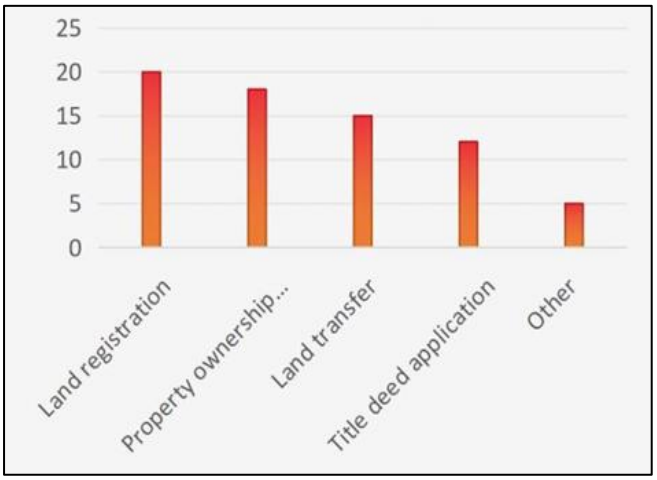

Fig 4 Service Accessed Using Land Records System
Source: Field Data (2025)

The data reveals that land registration is the most commonly accessed service, cited by 20 respondents, followed closely by property ownership verification (18), and land transfer services (15). Title deed applications were selected by 12 respondents, while 5 indicated accessing other services. These results imply that the system is primarily used for core land-related services, but there is still some use for other unspecified functions, highlighting the potential to expand and promote lesser-known service areas.

➢ *Effectiveness of the Electronic Land Records Management System*

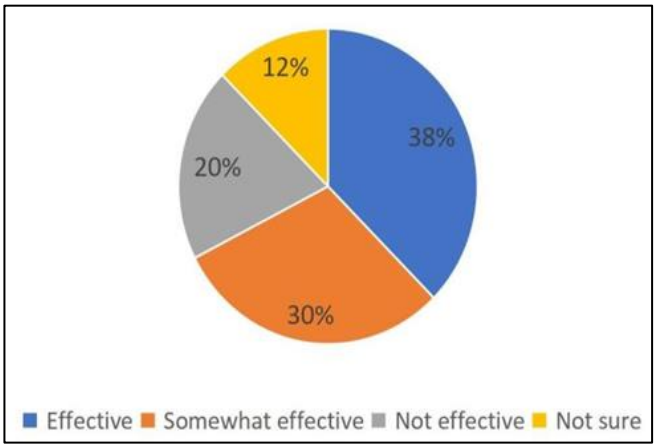

Fig 5 Overall Effectiveness of the System
Source: Field Data (2025)

When asked to rate the effectiveness of the system, most respondents viewed it positively, with 10 rating it as very effective and 15 as effective. However, 12 respondents considered it only somewhat effective, while 8 felt it was not effective, and 5 were unsure. This suggests that while a majority find the system beneficial, a notable minority still experiences

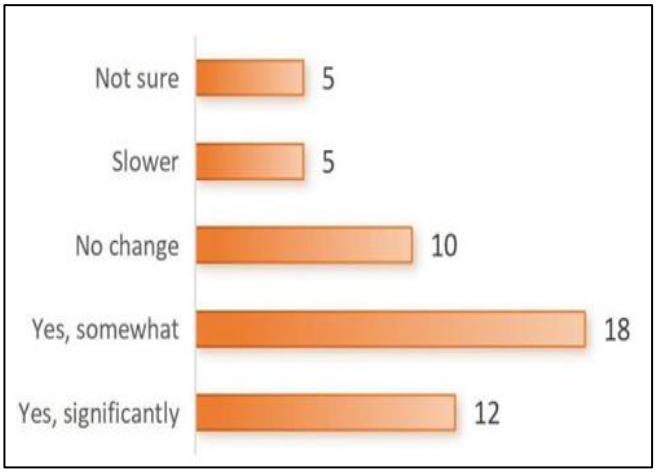

Fig 6 System Effect on Service Delivery
Source: Field Data (2025)

The results indicate that 30 respondents (60%) felt there was a positive change in service delivery speed—12 significantly and 18 somewhat. However, 10 noticed no change, 5 thought the service had become slower, and 5 were unsure. These findings point to an overall improvement in responsiveness, yet they also underscore the need to address performance inconsistencies that affect user experience for a substantial number of citizens.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

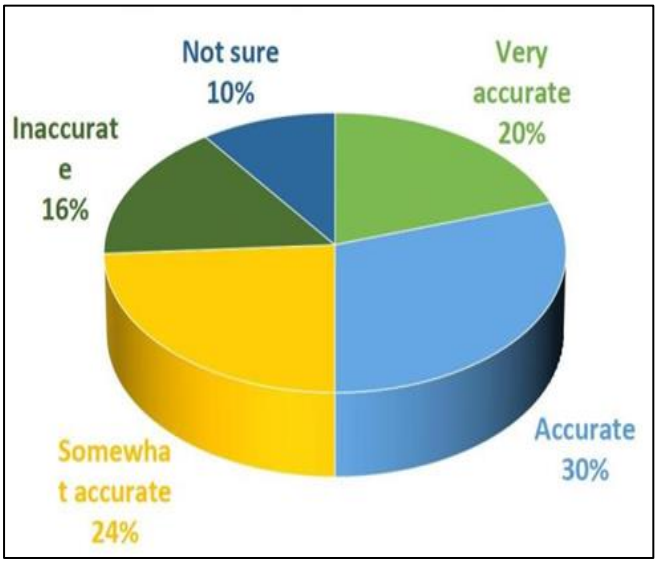

Fig 7 System Accuracy
Source: Field Data (2025)

When evaluating system accuracy, 50% respondents described the information as either very accurate (20%) or accurate (30%). Meanwhile, 24% indicated the data was only somewhat accurate, 16% found it inaccurate, and 10% were not sure. This feedback reflects a relatively high level of trust in the system's data, though the presence of accuracy concerns for around one-third of the respondents suggests that data integrity still requires attention and continuous validation.

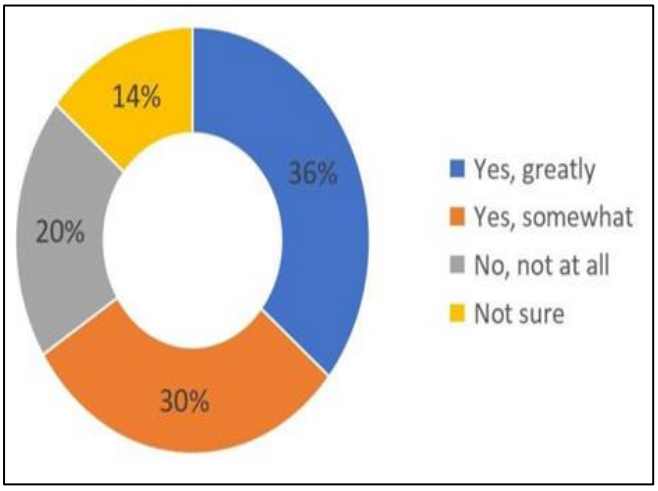

Fig 8 Impact on Decision-Making
Source: Field Data (2025)

The system appears to play a supportive role in land-related decisions, with 33 respondents acknowledging that it helped them greatly (18) or somewhat (15). In contrast, 10 stated it had no impact, and 7 were uncertain. These results affirm the system's usefulness in informing decisions such as land purchases, transfers, or applications, though outreach or training might help convert the uncertain and non-using respondents into confident users.

- *Challenges in Electronic Land Records Management for Decision Making*

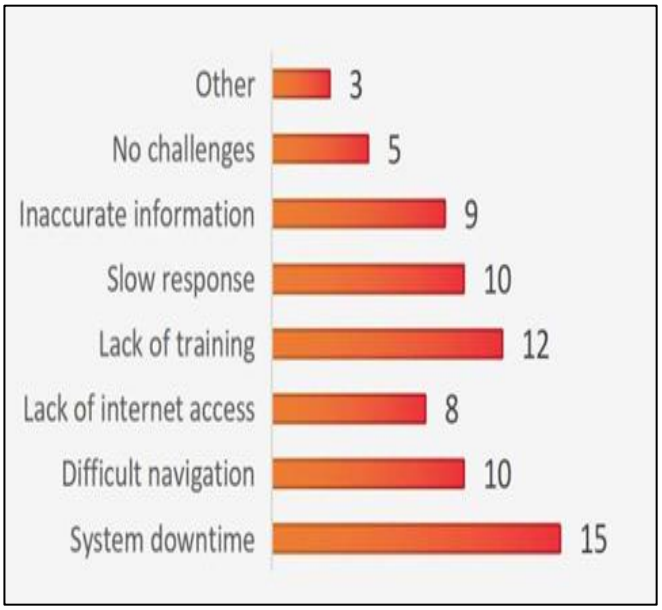

Fig 9 Challenges Experienced with the System
Source: Field Data (2025)

Participants identified several challenges when using the system, most notably a lack of training (12), system downtime (15), and slow response times (10). Difficult navigation (10), lack of internet access (8), and inaccurate information (9) were also mentioned. Interestingly, only 5 respondents reported facing no challenges, and 3 selected other difficulties. This range of issues suggests that while the system is functional, there are considerable operational and user-support shortcomings that need to be resolved to improve access and satisfaction.

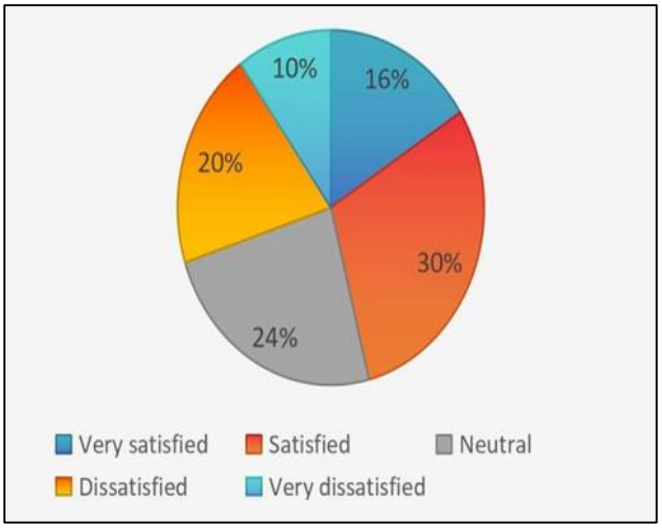

Fig 10 Satisfaction with Support Services
Source: Field Data (2025)

User satisfaction with the support provided when issues arise is relatively low. Only 8 respondents reported being very satisfied and 15 satisfied, whereas 12 were neutral, 10 dissatisfied, and 5 very dissatisfied. This

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

indicates that while about half of the respondents are content with the support system, the remaining half feel underserved or indifferent, pointing to a need for more responsive, user-friendly, and knowledgeable customer service mechanisms.

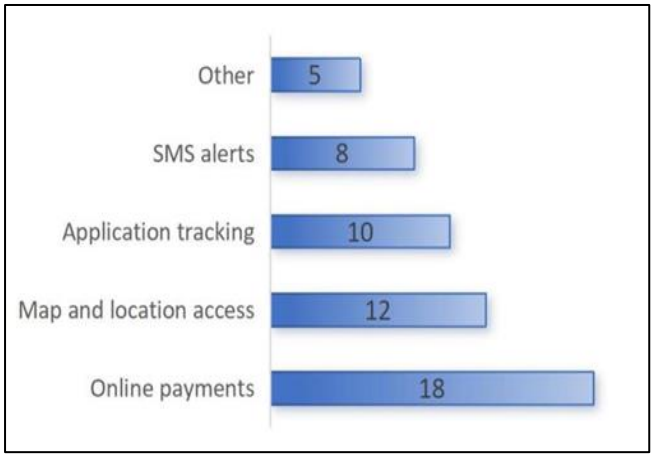

Fig 11 Additional Services Desired
Source: Field data (2025)

Many respondents proposed new services to be added to the system, with 18 calling for online payment capabilities, 12 suggesting map and location services, and 10 requesting application tracking features. Additionally, 8 wanted SMS alerts, and 5 suggested other functionalities. This feedback demonstrates a clear demand for value- added features that could enhance convenience and transparency in land-related transactions.

➢ *Discussion of Research Findings*

- *Demographic Information of Respondents*

The demographic data provided important context for interpreting the findings of this study. The results showed that the majority of respondents were between the ages of 31 and 45 years, making up nearly half of the participants. This indicates that most of the employees involved in the study were in their mid-career stage, with enough experience to comment meaningfully on record management practices at the council. These findings support the argument by Mumba (2019), who stated that middle-aged employees in public institutions often play a critical role in the adoption of new technologies because they balance experience with willingness to adapt. This suggests that LCC has a workforce with the potential to embrace ELRM, provided they are given the right tools and training.

- *Current State of Electronic Land Record Management at Lusaka City Council*

The findings revealed that only 40% of departments at Lusaka City Council (LCC) have adopted electronic systems, while 60% still depend on paper-based methods. This shows that the council is still in the early stages of digital transformation. These results confirm the argument by Nyirenda (2021), who noted that many local governments in Zambia continue to rely on manual record-keeping despite advances in technology. Just like other councils reported in the literature, LCC struggles to fully implement electronic systems, leaving services vulnerable to inefficiency and delays. The use of manual systems also creates risks of misplacement and duplication of records, as pointed out by Chisenga (2017). Thus, the current state reflects a partial shift but not yet a complete adoption of electronic record management.

- *Effectiveness of Electronic Land Record Management in Decision-Making and Service Delivery*

The study revealed that 65% of staff believed that ELRM could greatly improve service delivery if properly implemented. This finding strongly supports Sullivan (2017), who claimed that electronic systems speed up decision-making and reduce delays. The staff recognised that electronic systems allow faster record retrieval, which leads to quicker service to the public. In departments using Metro ERM, processing times for building plans were reported to be shorter than in departments that relied on paper. This aligns with Mumbi (2018), who argued that integrated digital systems enhance responsiveness. Thus, the findings confirm that ELRM can indeed support efficiency, even though its full impact is not yet felt at LCC.

- *Challenges in Electronic Land Record Management at Lusaka City Council*

The study revealed that inadequate infrastructure is one of the biggest challenges. Only a few departments had computers connected to the internet, leaving most staff without access to electronic systems. This finding is consistent with Makgahlela (2021), who reported similar gaps in South African municipalities. this study adds to the literature by showing the direct effects of poor infrastructure on LCC, such as unequal access and dependence on personal devices. This practical detail addresses the literature gap by explaining how infrastructure shortages specifically affect record management in Zambia.

- *Strategies for Improving Electronic Land Record Management at LCC*

The findings indicated that staff strongly supported investment in ICT infrastructure as the most important strategy. Respondents noted that improved internet, more computers, and better software would allow wider use of electronic systems. This recommendation supports Akinbinu and Adeyemo (2020), who argued that cloud and digital technologies are key to modernising public institutions. This study goes further by linking infrastructure investment directly to staff productivity at LCC. This addresses the literature gap by providing local evidence on how infrastructure upgrades could improve efficiency in Zambia.

V. CONCLUSION AND RECOMMENDATIONS

➢ *Conclusion*

This research set out to examine the effectiveness of electronic land record management (ELRM) in improving service delivery in public institutions, with a focus on the Lusaka City Council (LCC). In Chapter One, the study introduced the problem of poor records management at LCC and its negative impact on service delivery,

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

transparency, and decision-making. The background highlighted the continued use of manual systems despite the growing need for digital solutions in local governance. The problem statement clearly showed that without proper record management, service delivery is delayed, and trust in public institutions weakens. The main objectives of the study were to assess the types of ELRM systems used at LCC, evaluate their effectiveness in supporting service delivery, and identify challenges faced in implementing these systems. Chapter Two provided a detailed review of existing literature on records management practices, benefits of digital systems, and common challenges in developing countries like ours. It became clear that while many countries have adopted modern record systems, institutions in our country still lag behind due to funding, infrastructure, and policy gaps. This research has shown that electronic land record management is key to improving public service delivery in our local councils. While LCC has started the journey toward digital records, progress is slow due to infrastructure, training, and policy challenges. However, with clear leadership, proper investment, and staff involvement, the council can modernize its systems and meet the growing demands of the public. This research contributes valuable insights that can be used by other local governments in the country as they work to improve transparency, accountability, and service efficiency. Ultimately, effective records management is not just a technical process; it is a foundation for good governance. When records are well managed, services are delivered faster, resources are used more efficiently, and the public gains greater confidence in local institutions. The lessons from this study can help Lusaka City Council and other public institutions strengthen their operations and provide better services to the people they serve.

- *Recommendations*

Based on the findings of this study, one of the most important recommendations is for the Lusaka City Council to invest in proper ICT infrastructure. Many departments still lack basic tools like computers, internet connectivity, and reliable power sources, which are needed to run electronic land record management systems. The council should prioritise the purchase of modern equipment and ensure that all departments are connected to a stable and fast network. This will help reduce delays in accessing records and improve the overall efficiency of service delivery.

Another recommendation is to develop and implement a clear, standardised records management policy that applies across all departments. Currently, each department manages records in its own way, leading to confusion and inconsistency. A unified policy will help guide how records are created, stored, retrieved, and disposed of. It should also include rules for electronic records security, data privacy, and system backups to prevent data loss or unauthorised access. This will improve coordination and ensure compliance with national laws and public service guidelines.

The council also needs to invest in staff training and capacity building. The study showed that 72% of staff had not received any formal training in electronic records management. This lack of skills and confidence is a major barrier to system adoption. Regular workshops, on-the-job training, and mentorship programs should be introduced to help staff learn how to use electronic systems properly. Trained employees are more likely to support change and make the best use of digital tools.

ACKNOWLEDGMENT

The path to completing this dissertation has been fraught with both professional challenges and personal adversities. I am profoundly grateful for the enduring support of my supervisor, Dr. Chisala Bwalya, whose steadfast belief in my capabilities and academic potential encouraged me to persevere even during my lowest moments. I must also express my deepest appreciation for my family, who stepped in not only with emotional reassurance but also with critical financial support when unexpected personal challenges arose. Their unconditional love and sacrifice have been the foundation of my resilience and success.

REFERENCES

[1]. Abuki, C. (2014) Assessment of records management practices in Kisii County Government, Kenya. Nairobi: University of Nairobi.
[2]. Akinbinu, A. and Adeyemo, S. (2020) ‘Cloud- based solutions for public sector records management’, International Journal of Information Systems, 15(2), pp. 34–47.
[3]. Alegbeleye, G.O. and Chilaka, F.C. (2019) Records management processes in African public institutions. Lagos: African Press.
[4]. Almeida, A. and Ribeiro, F. (2020) ‘Electronic records management and public sector efficiency’, Government Information Quarterly, 37(3), pp. 101–115.
[5]. Alshamaila, Y., Papagiannidis, S. and Li, F. (2013) ‘Cloud computing adoption by SMEs in the north east of England’, Journal of Enterprise Information Management, 26(3), pp. 250–275.
[6]. Bakare, K., Ojo, J. and Oyesola, O. (2016) ‘Records management practices in selected local government councils in Ogun State, Nigeria’, African Journal of Library, Archives and Information Science, 26(1), pp. 45–57.
[7]. Chanda, J. (2019) Public service reform and records management in Zambia. Lusaka: UNZA Press.
[8]. Chigada, J. and Ncube, L. (2019) ‘Digital record-keeping for improved efficiency in African public institutions’, Records Management Journal, 29(1/2), pp. 10–26.
[9]. Chikuni, A. (2020) ICT infrastructure challenges in Zambian municipalities. Lusaka: ZARD Publications.
[10]. Chisenga, J. (2017) Digital preservation practices in Zambia. Lusaka: Zambia Information Studies Series.
[11]. Cooper, D.R. and Schindler, P.S. (2001) Business research methods. 7th edn. New York: McGraw-Hill.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25dec1378

[12]. Daka, T. (2020) 'Public-private partnerships in records digitisation: A Zambian perspective', African Journal of Public Administration, 12(2), pp. 67–82.
[13]. Gupta, S. and Kumar, R. (2021) 'Cybersecurity for digital record management systems', International Journal of Information Security, 20(4), pp. 289–305.
[14]. Harris, R. (2019) Document management systems in the public sector. London: Routledge.
[15]. Hartley, R., Chen, X. and Njoroge, M. (2021) 'Automation in record indexing and retrieval', Information Systems Frontiers, 23(1), pp. 119–135.
[16]. Ibrahim, M. (2019) 'Compliance challenges in public sector records management', International Records Management Review, 40(2), pp. 85–98.
[17]. Jere, N. (2020) 'Training needs for record managers in Zambia', Zambian Journal of Information Management, 5(1), pp. 22–34.
[18]. Jones, A. (2018) Records management: Principles and practices. New York: McGraw-Hill.
[19]. Karanja, E. (2020) 'Employee training and compliance in digital records management', Records Management Journal, 30(2), pp. 145–160.
[20]. Klein, S. (2021) 'Information governance frameworks for public records', Information & Management, 58(3), pp. 1–10.
[21]. Lawrence, T. (2018) 'Cross-functional collaboration in records management', International Journal of Public Sector Management, 31(4), pp. 421–436.
[22]. Makgahlela, L.A. (2021) Records management practices in selected municipalities of Limpopo Province. Pretoria: University of South Africa Press.
[23]. Manjula, S. and Harini, V. (2018) 'Building a culture of accountability in records management', Indian Journal of Information Science, 12(1), pp. 41–53.
[24]. Medlin, B.D. (2001) The factors that may influence a faculty member's decision to adopt electronic technologies in instruction. PhD thesis. Virginia Polytechnic Institute and State University.
[25]. Meyer, J. and Munsch, C. (2021) Integrated government systems for record keeping. Berlin: Springer.
[26]. Momba, J. (2002) Local government administration in Zambia. Lusaka: UNZA Press.
[27]. Mulenga, C. and Ngulube, P. (2020) 'Funding constraints in electronic records management in Zambia', South African Journal of Information Management, 22(1), pp. 1–9.
[28]. Mulindwa, R. (2015) Active records management in Butambala District Local Government, Uganda. Kampala: Makerere University.
[29]. Mumbi, P. (2018) 'Adoption of integrated document management systems in Zambian councils', Journal of e-Governance, 11(2), pp. 56–66.
[30]. Mumba, T. (2022) Digital transformation in Lusaka City Council. Lusaka: ZARD Publications.
[31]. Murithi, M. and Ouma, J. (2021) 'Cost savings through electronic records management in Kenya', African Journal of Management, 7(3), pp. 211–225.
[32]. Mvula, B. and Nkhoma, J. (2021) 'Records retention policies in Zambian councils', Zambian Public Administration Review, 9(2), pp. 75–88.
[33]. Mwamba, Z. (2017) Public Service Records Management Policy. Lusaka: Government Printers.
[34]. Nwachukwu, O. and Ogbangha, N. (2021) 'Data privacy in digital records management', International Journal of Digital Security, 14(1), pp. 37–49.
[35]. Nyirenda, L. (2021) 'Municipal record keeping in Zambia: Challenges and prospects', Records and Archives Journal, 17(2), pp. 58– 74.
[36]. O'Brien, T. (2019) 'Record-keeping inefficiencies in local government', Public Records Journal, 25(3), pp. 215–228.
[37]. Ongwenyi, C., et al. (2018) 'The importance of records in organizational memory', AfricanJournal of Library and Information Science, 26(1), pp. 23–34.
[38]. Parisot, A. (1995) Technology and adoption in higher education. PhD thesis. Montana State University.
[39]. Public Service Records Management Policy (2017) Government of the Republic of Zambia. Lusaka: Government Printers.
[40]. Rogers, E.M. (2003) Diffusion of innovations. 5th edn. New York: Free Press.
[41]. Sharma, R. and Kumar, S. (2020) 'Machine learning in record classification', AI and Society, 35(4), pp. 743–752.
[42]. Simumba, P. (2020) Organizational culture and records management in Zambian local councils. Lusaka: UNZA Press.
[43]. Sullivan, J. (2017) The history and development of Lusaka. London: Zed Books.
[44]. Western Australian Auditor General (2019) Records management in local government. Perth: WA Auditor General's Office.
[45]. Zhao, L. (2020) 'Electronic records management practices in Australia', Australian Archivist, 47(1), pp. 14–29.
[46]. Zhao, W. and Zhao, Q. (2020) 'Staff resistance to technological change in record management', Journal of Organizational Change Management, 33(5), pp. 987–1002.
[47]. Zulu, P. (2019) Cemetery management and records in Lusaka. Lusaka: Ministry of Local Government Publications.
[48]. Zulu, S. (2021) 'Standardizing electronic records in Zambian councils', Zambian Information Management Review, 3(2), pp. 33–49.