**SCHOOL OF LIBRARY, ARCHIVES AND DOCUMENTATION STUDIES**

**(SLADS- BAGAMOYO)**

**RESEARCH REPORT**

# AN ASSESSMENT ON ADOPTION OF ELECRONIC RECORDS MANAGEMENTS SYSTEMS IN PROMOTING OPERATIONAL EFFICIENCY IN PUBLIC INSTITUTIONS: A CASE STUDY OF BAGAMOYO DISTRICT COUNCIL

**BY**

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A Research Report to be submitted at the School Of Library, Archives And Documentation Studies (SLADS) Seeking Approval to Undertake a Study as a Partial Fulfillment of Requirements for the Award of Diploma In Records and Archives Management.

**August, 2026**

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## CERTIFICATION

The undersigned certify that he has read and hereby recommended for acceptance by the School of Library, Archives and Documentation Studies Research report entitled *" **an assessment on adoption of Electronic Records Managements Systems in promoting operational efficiency in public institutions** " a*s a Partial fulfillment of the requirements for the award of Ordinary Diploma in Library, Archives and Documentation Studies.

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*Supervisor*

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## ACKNOWLEDGEMENT

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

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

Special thanks and honor go to my research report supervisor Mr. **Leonard Kibuti** for using his time to lead, guide and supervise and orient me in the writing report.

**May the Almighty GOD bless them All.**



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## DEDICATION

I dedicate this research work to my parents and relatives who gave me financial and psychological support. It is further dedicated to the Almighty God, for His grace, protection and guidance that has brought me this far; to my friends, for their encouragement and companionship; to my lecturers, for the knowledge and skills they generously imparted; and to all professionals in the field of records and archives management, whose dedication to safeguarding the integrity, security and accessibility of information continues to inspire this study.



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## LIST OF ABBREVIATIONS

**EDRMS** – Electronic Document and Records Management System

**ERMS** – Electronic Records Management System

**ICT** – Information and Communication Technology

**ISO** – International Organization for Standardization

**LGAs** – Local Government Authorities

**MDAs** – Ministries, Departments and Agencies

**SLADS** – School of Library, Archives and Documentation Studies



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## ABSTRACT

This study assessed the adoption of Electronic Records Management Systems (ERMS) in promoting operational efficiency at Bagamoyo District Council. The study was guided by three specific objectives: to assess the benefits of ERMS adoption, to examine the challenges facing ERMS implementation, and to identify strategies for improving ERMS adoption within the council. A descriptive research design and mixed research approach were employed. Data were collected from 30 respondents using questionnaires, interviews, and observation methods. Quantitative data were analyzed using descriptive statistics, while qualitative data were analyzed through content analysis.

The findings revealed that ERMS adoption has significantly improved operational efficiency through faster access and retrieval of records, improved accuracy and reliability of information, enhanced records security, increased productivity, and better accountability. However, the study identified several challenges affecting effective ERMS adoption, including inadequate staff training, lack of clear policies and guidelines, poor ICT infrastructure, and limited financial resources. The study further found that the majority of respondents believed that the absence of clear policies negatively affects the effective utilization of ERMS. Suggested strategies for improvement included providing continuous staff training, developing comprehensive records management policies, improving ICT infrastructure, and increasing institutional support for digital records management initiatives.

The study concludes that ERMS plays a crucial role in enhancing operational efficiency at Bagamoyo District Council. However, its full potential can only be realized through adequate training, supportive policies, improved technological infrastructure, and sustained management commitment. The study recommends strengthening capacity-building programs and investing in ICT resources to ensure effective adoption and utilization of ERMS in public institutions.




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# CHAPTER ONE

# INTRODUCTION AND BACKGROUND OF THE STUDY

## 1.0 Overview

This chapter presents a general introduction to the study. The chapter contains the background of the research problem, statement of the problem, general objective of the study, specific objectives, and research questions, significance of the study and the scope of the study. The chapter also presents the definitions of key concepts, expected limitations of the study, and the synopsis of the chapters.

## 1.1 Background of the study

Electronic records management is the efficient management of records stored on computerized systems. The key to electronic records management is to be able to support such documents through their entire life cycle. In this context, a record is content that documents a business transaction. It should also meet the International Organization for Standardizations (ISO) 15489 definition of an information management system which is a computer system comprising of both hardware and software that serves as the backbone of an organization's operations. The Information System gathers data from multiple online systems, analyses the information and reports data to aid in management in making decisions (Shonhe & Grand, 2019).

Records management refers to the systematic control of the creation, receipt, maintenance, use, and disposal of records throughout their life cycle. It ensures that evidence of business activities is properly documented and preserved. Records include reports, emails, spreadsheets, maps, and photographs created or received in the course of organizational operations (Records and Archives in the Digital Age). With the advancement of information technology, organizations increasingly create and store records in electronic formats. Electronic records are those created, maintained, and accessed through computer systems, including emails, text messages, backup files, and data stored on digital devices (Electronic Records Management Systems: A Practical Guide). An Electronic Records Management System enables

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organizations to manage these digital records efficiently from creation to disposal. It integrates hardware and software components to facilitate storage, retrieval, security, and decision-making processes (Managing Electronic Records: Methods and Best Practices). Globally, information management has shifted from paper-based systems to digital systems. This transition has been driven by technological innovation, the rapid growth of digital information, and the need for improved efficiency and accountability. Traditional paper records posed challenges such as physical damage, loss, and slow retrieval processes (Electronic Evidence and Electronic Records). The emergence of ERMS in the late 1980s and early 1990s marked a major advancement in records management practices (The Theory and Craft of Digital Preservation). Early adoption was particularly evident in technologically advanced countries where regulatory environments required organized electronic record-keeping (Electronic Records Management and E-Discovery). Recent technological developments such as cloud computing, mobile technologies, and data analytics have further strengthened digital transformation initiatives (Introduction to Information Science). These advancements enhance collaboration, enable remote access to records, and improve organizational performance. Electronic Records Managements Systems also supports the long-term preservation, authenticity, and reliability of digital records, which are essential for legal, administrative, and historical purposes (Digital Preservation Theory and Practice). The benefits of Electronic Records Managements Systems include improved operational efficiency, faster retrieval of information, enhanced security, and reduced storage costs. Organizations can reduce paper usage, minimize manual processes, and improve workflow management (Records Management Handbook). Additionally, Electronic Records Managements Systems promotes transparency and accountability through audit trails, version control, and access management mechanisms (Managing Records in Global Financial Markets).

In the African context, Elecronic Management Systems adoption is particularly important in addressing governance challenges such as corruption, weak institutional structures, and inefficient service delivery. Proper electronic records management strengthens accountability and supports public sector reforms (Information and Records Management in the Digital Era). However, implementation challenges remain, including limited ICT infrastructure, inadequate



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funding, and lack of skilled personnel (E-Government Implementation in Developing Countries). Successful adoption requires strategic planning, leadership commitment, and capacity building.

In Tanzania, e-governance initiatives have been prioritized to modernize public administration and improve service delivery. Legal and regulatory frameworks guide proper records management practices and support digital transformation efforts (Public Sector Records Management and Accountability). Digitization projects and capacity-building programs demonstrate the government's commitment to strengthening information management systems. At the local government level, institutions such as the Bagamoyo District Council are responsible for delivering essential public services. Effective electronic records management enhances decision-making, operational efficiency, and service delivery (Local Government Records Management Systems). The successful adoption of ERMS in the Bagamoyo District Council can, therefore, serve as a model for other local government authorities in Tanzania.

### 1.2 Statement of the Problem

Despite the government of Tanzania's heavy investment in ICT infrastructure and the rollout of electronic systems to improve Electronic Records Management Systems adoption in promoting operational efficiency, many Local Government Authorities like Bagamoyo District Council still face significant challenges in achieving full operational efficiency through Electronic Records Management Systems. Previous research indicates that many public offices suffer from inefficient document retrieval, loss of data, and high operational costs due to a continued heavy reliance on traditional paper-based methods. Current evidence suggests that Electronic Records Management Systems adoption in Tanzanian Local Government Authorities is often hampered by factors such as insufficient Infrastructure, Weak Policy Frameworks, Inadequate internal policies and guidelines to manage the full lifecycle of electronic records, from creation to disposal. If these issues persist at Bagamoyo District Council, the anticipated benefits of Electronic Records Management Systems such as reduced administrative costs and enhanced service delivery will remain unfulfilled. Therefore, there is a pressing need to investigate the current status of Electronic Records Management



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Systems adoption at Bagamoyo District Council to identify the barriers to its effectiveness and propose strategies for optimizing its role in promoting operational efficiency.

## 1.3 Objectives of the study

### 1.3.1 General Objectives

The main objective of the study is to assess the adoption of electronic records management systems in promoting operational efficiency in public institutions at Bagamoyo district council

### 1.3.1 Specific Objectives

i. To assess the benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council

ii. To examine the challenges facing on adoption of electronic records managements system at Bagamoyo District Council

iii. To ascertain the Potential strategies for improvement on adoption of electronic records managements system at Bagamoyo District Council

## 1.4 Research Question of the Study

i. To assess the benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council?

ii. To examine the challenges facing on adoption of electronic records managements system at Bagamoyo District Council?

iii. To ascertain the Potential strategies for improvement on adoption of electronic records managements system at Bagamoyo District Council?

## 1.5 Scope of the Study

This section defines the boundaries of the study, this study concerned with assessing the adoption of Electronic Records Management System in Promoting Operational Efficiency in public institution at Bagamoyo District Council, Therefore the result obtained couldn't not be generalized and hence they may not be a true representative of other District council Tanzania



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### 1.6 Significant of the study

Most of the influential research Study on Electronic Records Management Systems is led by the Western World. Scholarly studies from developing countries remain relatively silent on this subject **(**Kettan & Moulin, 2016). This is probably because some organizations in both the public and private sectors have been experimenting with technical solutions to the management of electronic records; the practice is not yet widespread in developing countries **(**Abuki, 2014). As a result, most institutions have not yet had an opportunity to adopt Electronic Records Management Systems **(**Mampe & Kalusopa, 2012**).** It is therefore hoped that this study will help determine the operational efficiency to which the implementation of Electronic Records Management Systems at the Bagamoyo District Council has achieved its intended outcomes, where it has experienced lapses and most possibly highlight how performance might be improved. Furthermore, the findings of this study will be of benefit to both organizations that intend to implement Electronic Records Management Systems and to the records management communities charged with the responsibilities of guiding the management of electronic records. Lastly, the findings of this study will contribute to the already existing body of knowledge on the implementation of electronic records management system adoption.

### 1.7 Limitation of the Study

The researcher anticipated to be faced with various limitations which are as follows

#### 1.7.1 Financial Constraints

The budget allocated for this study is not enough to cover all the need costs. However, the research will ensure that whatever little amount money obtained will be properly budgeted to cover necessary issues that will enable this proposed study to be accomplished as scheduled.

#### 1.7.2 Lack of Experience

This is because it is the first time to undertake research study. In order to overcome this limitation will be made to follow supervisor, library stuff and from the study areas who are experienced in research matter or issues



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### 1.7.3 Poor cooperation

Some of the employees always are not willing to spend their time to answer the questionnaire, sometimes responder delay in returning the questionnaire that can lead difficult to collect data one time. Therefore, the researcher needs to investigate for their interest before introduce their need

## 1.8 Definition of the Key Terms

### 1.8.1 Record

Records refers to a document made or received in the course of an activity and set aside for action or reference (Mampe & Kalusopa, 2012).

### 1.8.2 Records Management

Records managements is responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposal of records including processes for capturing and maintaining evidence of information about business activities and transactions in the form of records, (Duranti, 2019).

### 1.8.3 Electronic Record

Electronic Records means that is a record generated or received by in digital format that can be manipulated, transmitted or processed by a computer (Bwalya & Healy, 2010).

### 1.8.4 Digital Transition

According to Duranti (2020) is the shift from analogue or physical information to that, which is stored, recalled or manipulates using a digital platform.

### 1.8.5 Electronic Document Records Management System

Electronic Document Records Management System is a computer software program or a set of applications which are built to track and store records (Anunobi, 2011)



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# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

A literature review is a body of text that aims to review the critical points of current knowledge, including substantive findings as well as theoretical and methodological effectiveness related to a particular topic (Della, 2020). The literature review provides different studies with different authors related to the study.

## 2.1 The benefits on adoption of electronic records management systems in promoting operational efficiency

Effective e-records management is considered an integral part of efforts to successfully implement an e-government (Kamatula, 2018). However, a study conducted by (Kashorda & Naema 2024) at Kenyata University revealed that each person may have their own perception of the value of e-records. On the whole, various studies exampe (Mukred et al., 2019) (Henrikse & Andersen, 2018) indicate that e-records management has the increased efficiency and effectiveness of governments, increased transparency and accountability in decision making, and enhanced the delivery of efficient and cost-effective public services to the citizens. These studies are supported by (Ndenje-Sichalwe & Ngulube 2019) who inform that electronic records management fosters accountability, good governance, and protection of human rights. Generally, effective management of records of different types plays an important role in supporting the accessibility of data and information for decision making. According to (Ngoepe, 2018) discloses that an effective records management programmer is a major element of the governance of any organization (Karesh et al. 2019) explored primary care record officer' perception of a new electronic record. Their key findings suggest that majority of workers felt that electronic records improved the overall quality of services, reduced local government authorities related errors, and improved communication among workers. These findings indicate that e-records enhance quality services provision among workers.



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Pera, Kaur & Rao (2024) highlighted the perception of ERMS by local government authority's staff at Tanzanian district council. The study noted that 75% of the study respondents were comfortable working with e- records management systems the staff believed that e-records management systems like e-office helped to ensure timely decision making and customer care because they allow quick access to customer delivery services. This informs that access to and use of e-office records has impact on the performing tasks and making of decisions in local government facilities.

It is also notable that effective e-records management system improves the quality of data and information used across government ministries, agencies, and institutions (Ambira et al., 2019). Apart from that, e-records management is perceived to minimize errors made by human, increase security, facilitate access to data and information, minimize duplicates, ensures data documentation, and reduces information and communication costs. Not only that, e-records management also serves as a data repository, minimizes the use of paper, enables timely delivery of data, reduces storage space demand, and ensures easy data access and sharing (Mukred, 2019; Mukred & Sher, 2017;). Regarding storage space, e-records can be archived offsite for safe storage. This helps organization to reduce their storage space requirements by up to 40%. As a result of increased speed of data and information retrieval, there is superior customer service provision (Mukred, 2019). When it comes to legal compliance and mitigation of litigation risks, e-records management is a powerful tool. Undeniably, an efficient and effective e-records management system is necessary to avoid issues that could threaten operations (Akor & Udensi, 2018; Yusof, 2016).

**2.2 The challenges facing on adoption of electronic records managements system**

Despite the crucial benefit e-records play; there is a consensus amongst researchers that many organizations are not effectively implementing their management practices. To them, there are many challenges and constraints facing the public sector in the management of these records. For example, the management of e-records in the African environment is faced with a number of issues and challenges tied to the lack of policy infrastructure, lack of skills and competencies, and increased costs of managing the records (Kamatula, 2018; Moahi et al., 2017; Asongwa, 2012). Apart from that, the implementation of e-records management



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initiatives fails to succeed because governments fail to assess the suitability of available legal frameworks for e-records management and to convince record managers that automation is not a threat to their carriers so that they fully accept and implement it (Asongwa, 2012). Moreover, some authors have associated slow take off of e-records management initiatives with generation gaps between new and old professionals. In fact, older professionals find it difficult to cope with the requirements of the electronic age, and are at the same time, they are unwilling to drop old practices in exchange for new ones. These professionals also perceive e-records management as a threat to their status as experts (Ayoku & Ojedokun, 2018).

In exploring research on records-keeping professionals' perceptions and use of functional e-records in the Finish public sector, Packalen (2016) observed that users of e-records management systems used them to a lesser extent. This was associated with the users' negative attitudes towards the systems. Similarly, in Lowry's (2022) study on e-readiness and conservation, several challenges facing organizations' readiness for e-records management were summarized. The challenges were: lack of strategy to ensure that e-records remain accessible for as long as they are needed; lack of guidance on key issues including classification, naming conservation, and titling to support accurate retrieval; and lack of training in digital records management.

The study also cited other challenges namely: the absence of standardized guidance on functional or system requirements; lack of records management input in IT processes; unavailability of formal business continuity plans; and assessments of risks to electronic records caused by computer malfunctions or data input errors.

Moreover, literature also discloses that many record centers and archives lack clear e-records acquisition, processing, storage, and access policies. This negatively impacts on the business activities of an organization as argued by Mnjama & Wamukoya (2007: 190) that "without access to good records, officials end up making decisions on ad hoc basis without the benefit of institutional memory". Findings from Kemoni (2009) indicate that most E-records management in Tanzania public service: lack the capacity to manage e-records and face various challenges in managing them. The challenges relate to the absence of policies and legislation, standardization, authenticity, capacity building, physical infrastructure, and



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awareness among recordkeeping professionals and government authorities on e-record management issues. (Kamatula,2018) supports those existing legislations, policies and regulations are inadequate and ineffective. In connection to this, Kemoni (2019) found that staff had limited training and experience on record keeping; leading to the deterioration of the state of record management. Apart from that, low morale among records managers and poor remuneration lowered their prestige and status, and created a general lack of recognition of the importance of records as evidence. Consequently, national archives in many countries have become marginalized leading to insufficiency of resources, deficient physical facilities, and inadequate infrastructures.

A study by Maulid (2015) found that shortage of ICT facilities, lack of technical support; unreliable power supply, inadequate experts, insufficient funds, poor internet connectivity, poor legal frameworks, and the absence of policies were among the factors influencing the effective management of e-records. It is also very interesting to note that while many governments have systems and procedures for managing paper-based records, the same cannot be said for e-records and other digital images (Mnjama & Wamukoya, 2017). On the same note, it appears that the management of e-records is not yet streamlined in majority of registries in public services. Literature also indicates that action officers and IT staff are not conversant with procedures and practices of e-records management. As a result, governments experience a slow implementation of e-records management and e-government (Kamatula, 2018).

### 2.3 The Potential strategies for improvement on adoption of electronic records managements system

The adoption of Electronic Records Management Systems (ERMS) in public organizations has been widely recognized as a critical factor in improving operational efficiency, transparency, and accountability in government institutions. However, many public institutions in developing countries experience challenges in successfully implementing and adopting Electronic Records Management Systems (ERMS). Scholars have therefore proposed several strategies to enhance the adoption and effective utilization of electronic records management systems.



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Strong leadership support ensures that adequate resources, policies, and institutional frameworks are provided to support ERMS implementation. According to Bizi et al., (2020) management support plays a significant role in encouraging employees to adopt new information systems because it promotes organizational readiness and ensures that the necessary infrastructure and policies are available for implementation. Without strong managerial commitment, many ERMS projects fail due to lack of coordination and insufficient funding (Bizi et al., 2025).

Another important strategy for improving ERMS adoption is capacity building and staff training. Many studies indicate that employees often resist new technologies due to limited knowledge and technical skills. Training programs help employees understand the importance of electronic records management and how to effectively use the system in their daily tasks. For example, research conducted in the Tanzanian public sector found that insufficient training and lack of user involvement significantly hindered ERMS adoption, suggesting that continuous staff training and awareness programs are essential for successful implementation (Kaupa & Chisa, 2020).

Improving system quality and technological infrastructure has been identified as a critical strategy for enhancing ERMS adoption. System quality refers to the reliability, usability, and accessibility of the electronic records system. If the system is slow, complicated, or unreliable, employees may revert to manual methods of records management. Studies show that well-designed ERMS platforms that integrate user-friendly interfaces and reliable technological infrastructure encourage employees to use the system regularly in their daily operations (Yusof et al., 2025). Another strategy highlighted is the development of clear policies and regulatory frameworks for electronic records management. Government institutions require standardized guidelines and policies that define procedures for creating, storing, accessing, and disposing of electronic records. Such policies ensure that electronic records are legally recognized and properly managed within government institutions. Legal frameworks also encourage organizations to shift from paper-based systems to digital records management practices (Government Paperwork Elimination Act, 1998).



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Scholars recommend phased implementation and change management strategies when introducing ERMS in public organizations. A phased implementation approach allows institutions to introduce the system gradually, enabling employees to adapt to new technologies while minimizing operational disruptions. This approach also allows institutions to identify challenges and address them before full-scale implementation of the system (Phased adoption strategy). User involvement and stakeholder engagement have been emphasized as important strategies for improving ERMS adoption. When users are involved in the system design and implementation process, they develop a sense of ownership and are more willing to adopt the system. Studies suggest that involving records officers, IT staff, and other stakeholders during system development helps ensure that the system meets organizational needs and enhances its acceptance among users (Aziz et al., 2018).

### 2.4 Research Gap

In many government Ministries, Departments, Agencies (MDAs) and LGAs in Tanzania, there is an emphasis on adopting the quick but changing Information and Communication Technologies. Some offices have computerized their management functions, digitized their paper- based records and conduct most of their business online through e-mail, Internet and networked computers. As a result, more electronic records are generated every day. However, most of these e-records are not properly filed or managed due to lack of a clear strategy. Even though locally-developed software or open-source software applications, such as Electronic Document and Records Management System (EDRMS) for managing e-records are readily available on the market, most LGAs have not addressed the question of proper management of e-records to ensure continued access and use.

Previous studies focused mainly on paper-based records, financial and policy issues, as well as ICT strategy. However, there have been insufficient empirical studies on the management of e-records in Tanzania's LGAs. As such, this study assesses the challenges of e-records management system in Bagamoyo district councils and to identify the barriers to its effectiveness and propose strategies for optimizing its role in promoting operational efficiency



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# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This section discussed the research design, research approach, area of the study, population of the study, sample size, sampling technique, data collection method, data quality control, validity, reliability, and ethical considerations are also included. Research ethical consideration that will be employed in conducting the study will be specifically to this section provides an elaboration on how the study will be collected in accordance to the set of objectives. The study intends to assess the adoption of electronic records management systems in promoting operational efficiency in public institutions at Bagamoyo district council

## 3.1 Research Design

Research design is the plan structure of investigation to be used in obtaining evidence to an answer (Moustka 2014). In this study descriptive design was adopted by the researcher through a case study because this is the most commonly descriptive methods applied in education research to find answers to research questions

## 3.2 Research Approach

Approach of research methods can be classified into several categories according to the nature and purpose the study and other attributes (Kothari, 2017). In this study mixed research approach was adapted because Mixed approach allows researchers to gain a more comprehensive and well-rounded understanding of a research topic by combining the strengths of both qualitative and quantitative methods. Quantitative methods can provide statistical trends and patterns, while qualitative methods offer deeper insights into the underlying reasons and motivations.

## 3.3 Research Area

Ngechu (2014) defines an area of study as the limit of the study or problem. For the purpose of this research study, the study area at Bagamoyo Districts Council because; there are few numbers of related studies that have been conducted in the area as well as the familiarity of the researcher with the study environment.



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### 3.4 Population of the study

According to Huck, (2016) Defined population as the study of the total number of people, objectives, places or event selected or is the entire group that you want to draw conclusions about. The total population consist 100 people. This is according the office of registration at Bagamoyo District Council in 2026. This population selected because of the nature of the study and presence of ERMS activities.

### 3.5 Sample size of the study

Sample size is a number of sampling units which included in a sample (Denzin, & Lincoln, 2018). Under this study the sample size was 30 respondents where 5 Bagamoyo District head officer and 25 are Bagamoyo District staffs

### 3.6 Sampling Techniques

A Sampling is the process of drawing a sample from a larger population (Kromrey 2016). The study uses both probability and non-probability sampling techniques whereby in probability sampling, simple random techniques used to select 25 Bagamoyo District staffs while in purposive sampling non-probability sampling used to select 5 Bagamoyo District head officer from the study area.

#### 3.6.1 Simple Random Technique

According to Kothari (2017) simple random technique is a procedure in which all the individuals in the defined population have an equal and independent chance of being selected as a member of sample. It is called a simple random sampling because no complexities involved. Simple random Sampling technique used to select 25 Bagamoyo district staffs since it provides equal chance for every individual in the population being selected.

#### 3.6.2 Purposive Sampling Technique

This is the type of sampling ways which sometimes known as judgment, selective ways. Purposive sampling relies on the judgment of the researcher when it comes to selecting the unit example, users, cases/local public authorities, events and piece of data that are to be



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studied (Mugenda 2019). Purposive sampling used to select 5 Bagamoyo District head officer from the study area as it will be aimed at getting as more relevant and valuable information for the research as possible.

### 3.7 Data Collection Method

Data collection is the process of gathering and measuring information on the variable of interest in an established systematic style that enables one to answer stated research questions (Kabir, 2019). The researcher uses two major sources of data collection which include primary source, whereby this is collected directly from the original source by using questionnaires, interviews, and observations. Secondary sources are second hand data which obtained through documentary review and the tertiary source of data are the one which guides a researcher on how to use primary and secondary source for example subject heading, abstract, and index (Kothari 2017). During conduct this study researcher measures the combination of these methods to improve validity and reliability.

#### 3.7.1 Primary data

Patton (2021) state that the primary data are those which are collected a fresh and for the first time and this happen to be original in character. (Patron, 2020) primary data defined as refers to the data from sources that the researcher directly collects through interviews, observation and questionnaires. Primary data are those which are collected with a fresh hand for the first time, and thus happen to be original. Primary data will be collected from the sample population by using questionnaire, observation, interview methods.

##### 3.7.1.1 Questionnaire Method

According to Kabir, (2019) questionnaire is a research tool which includes a series of written and printed questions that are in a systematic order to gather information from the respondents. Then allowing them to attempt the questions individually and yield the filled queries to the researcher. In this study, the researcher applies both close-ended and open-ended questions; whereas open-ended questions provide freedom to respondents to provide more details while close-ended questions usually do not provide freedom to the respondents for more explanation (Creswell 2017). This study applies questionnaire method to Bagamoyo District staffs since it helps to eliminate bias to the respondents.



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#### 3.7.1.2 Interview Method

Interview is one of the instruments of data collection that involves one to one meeting at which one is asked the target questions related to the research problem (Rwagoshora, 2020). This study uses a semi-structured interview to obtain data, whereas a semi-structured interview is a kind of interview that employs a blend of closed-ended questions and open-ended questions. The researcher uses this method to collect key information from Bagamoyo District head officer since it allows rearranging any query accordingly to acquire appropriate information.

#### 3.7.1.3 Observation

Observation refers to a method used to collect primary data from the specific issues connected to the study. This method of data collection involves screening or watching with the consideration of obtaining data or information from the specific issues linked to the study (McCormick, et al, 2017). The participatory observation used in data collection, which means that the researcher collect data in the District Council environment to obtain clear information about the ERMS adoption in promoting operational efficiency at Bagamoyo District Council. Researchers select this method since its easiest method compared to other methods of data collection.

### 3.7.2 Secondary Data

Secondary data refers to data that is collected by someone other than the user (Raj, 2018). Secondary data collected by reviewing documents related to the study. Secondary data in this study collected through reviewing research reports of other scholars' and dissertations, books, journals and articles (secondary sources) related to the study.

## 3.8 Data analysis and processing

Krishna (2017) defines data analysis as the means of critical examination of the assembled and grouped data for studying the characteristics of the object under the study and for defining arrangements of association among the variable connecting to it. The researcher obtains both quantitative and qualitative data, and each has its way of analyzing data. As in quantitative, data analyzed by a statistical method by using excel but qualitative data analyzed by using the content analysis method since qualitative data are in form of the word not numerical.



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### 3.9 Data Quality Control

According to Amin (2015) data quality control refers to the application of methods or processes that determine whether data meet overall quality goals and defined quality criteria for individual values. In this study researcher use pilot study and triangulation (questionnaire, interview, and observations) the researcher use triangulation in order to avoid bias as well as improving validity and reliability of data collected from respondent.

#### 3.9.1 Pilot study

According to (Codete, 2017) pilot study refers to small scale preliminary studies. A pilot study is typically conducted with a small representative sample identical to but not including the group to be studied (Orodho, 2020). The main reason for conducting the pilot study is to test the weaknesses and strengths of research instruments to correct their weaknesses and also help the researcher to be familiar with the research instruments.

#### 3.9.2 Triangulation

According to Bell &Waters (2018), triangulation involves approaching aspects of a topic from different perspectives by using a variety of methods and techniques in order to have better understanding of the problem and validate research findings. The use of different methods leads to confirmation of findings from different sources of data. A combination of data collection methods used in this study to assess the problem in question. In the study, triangulation involve questionnaires, in-depth interviews and observation. The alternative methods used as verification that is a check-on one another in terms of the confirmation of findings.

### 3.10 Research Ethics

Research refers to things which should be done or not to be done by the researcher before, during and after obtaining the data from the field (Bhattacherjee, 2021). To ensure ethical consideration, the researcher introduce the purpose of the research to the respondents, this brings honesty and cooperation to participate in the study. Also, the researcher uses the information obtained from the field for academic purposes only while maintaining the confidentiality of the respondents who participate in this study, lastly, the researcher ensure



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that all relevant sources involved in this study was acknowledged to avoid plagiarism in conducting this research.



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# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATION AND DISCUSSION

## 4.0 Introduction

This chapter presents analysis, presentation and discussion of the findings on Adoption of Electronic Records Managements systems in promoting operational efficiency in Public Institutional at the Bagamoyo District Council. The chapter also consists of demographic information of the respondents which includes gender, age, education level, marital status and position of work. However, the chapter presents the detailed analysis and discussion of the findings based on the specific objectives of the study that were to assess the benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council, to examine the challenges facing on adoption of electronic records managements system at Bagamoyo District Council and to ascertain the Potential strategies for improvement on adoption of electronic records managements system at Bagamoyo District Council. Furthermore, the presentation and discussion of the findings follow the chronological order of the research objectives as indicated earlier. The instrument used to collect data were questionnaire and interviews. The results are presented in form of narrations and tables and figure.

### 4.1 Response Rate

Questionnaires were distributed to respondents and 30 questionnaires were returned to the researcher as result summarized in the table 4.1

**Table 4.1: Respondent's Response Rate**

| Categories | Frequencies | Percentages (%) |
|---|---|---|
| Questionnaire distributed | 35 | 100% |
| Questionnaire returned | 30 | 86% |

***Source: Field Data (2026)***

The findings in table 4.1 show that out of 35 questionnaires distributed, 30 (86%) were returned while 5(14%) were not returned. The non-returned questionnaire may have resulted from respondent’s busy work schedules, absence during data collection and others failure to



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complete the questionnaire within the specified time. Despite this the response rate of 86% was sufficient to provide reliable data for the study

### 4.2 Demographic Information of Respondents

In this section, respondents were asked to provide information about their gender, age, education status and work experience which was distributed to 35 respondents but 30 questionnaires were returned to researcher, whereas 5 Bagamoyo District head officer, 25 Bagamoyo District Staffs.

#### 4.2.1 Gender of respondents

In this part researcher wanted to know the gender of the respondents. Researcher requested the respondents to indicate their gender in order to examine how gender difference can affect the Adoption of Electronic Records Managements systems (ERMS) at Bagamoyo District Council in promoting operational efficiency in public institutional. However, the gender category was mentioned so that to identify which group of gender is highly responsible in Electronic Records Managements Systems adoption to promote operational efficiency in public institution.

**Table 4.3: Information on Gender of Respondents (N=30)**

| Gender | Frequency | Percentage |
|---|---|---|
| Male | 25 | 83.3% |
| Female | 5 | 16.7% |
| Total | 30 | 100% |

***Source: Field Study (2026)***

Table 4.3 indicates the distribution of respondents by gender. The results showed that 25 (83.3%) were male and 5 (16.7%) of the whole respondents were female. The findings of the study indicated that the majority of respondents at Bagamoyo District Council were male.



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Therefore, the finding of the study revealed that, male group of gender are most hired and responsible with Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional. Moreover, the results revealed that male group of gender were more interested to participate in the study.

### 4.2.2 Respondent's Age

Due to nature of the study population, respondents were asked to indicate their age groups as it was necessary to understand their age distribution. Researcher maintained this question in order to identify group of respondents are constituting more on the Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional at Bagamoyo District Council.

**Table 4.4: Distribution of Respondents by Age (N = 30)**

| Age | Frequency | Percentage% |
|---|---|---|
| 20-29 | 3 | 10% |
| 30-39 | 15 | 50% |
| 40-49 | 10 | 33.3% |
| 50 and above | 2 | 6.7% |
| Total | 30 | 100% |

***Source: Field Study (2026)***

Table 4.4: above indicates the distribution of respondents by their age. The results showed that 3 (10%) were aged between 20-29 years, 15 (50%) were aged between 30-39 years, 3 (33.3%) of the whole respondents were aged between 40-49 years and 2 (6.7%) of the respondents was above 50 years.

The study findings indicated that, the majority of respondents at Bagamoyo District Council are aged between 30–39 as indicated with the high frequency in the table above. The study



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findings revealed that, most of respondents at Bagamoyo District Council are young adults, powerful enough and competence to handle, manage and adoption on Electronic Records Managements systems (ERMS) in promoting operational efficiency at Bagamoyo District Council. This was due to the fact that, young adult is considered as the group of workers with high morale and physical fitness to perform various activities for development of an entire organization and nation as whole. The results of the study also indicated that, the majority of respondents at Bagamoyo museum are aged between 20 – 29 years old. This mean that the respondent who fall under 20 -29 years are second major group at Bagamoyo District Council and therefore dealing with the handle, manage and adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional

### 4.2.3 Education Level of Respondents

Education is a vital element in any aspect of provision either services or products. Education level also can shape and guide individuals toward the professionally conduct such activities. In this aspect researcher wanted to know the education level of his respondents in order to determine how individual level of education can shape the ability and competence in handling, managing and Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional at Bagamoyo District Council

**Table 4.5: Distribution of Respondents by Education level (N = 30)**

| Level of education | Frequency | Percentage |
|---|---|---|
| Certificate level | 2 | 6.7% |
| Diploma level | 8 | 26.7% |
| First degree | 20 | 66.6% |
| Total | 30 | 100% |

***Source: Field Study (2026)***



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Table 4.5 indicates the distribution of respondents by education level. The results showed that 2 (6.7%) were certificate level, 8 (26.7%) were diploma level, 20 (66.6%) of the whole respondents was bachelor degree level of education while none of the respondents who have master's degree level. The findings of the study indicated that, the majority of respondents at Bagamoyo District Council have bachelor degree level of education as showed in table above. The findings of the study revealed that, education is very important aspect in handling, managing and Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional. This is due to the fact that when respondents have specific level of education can professionally store, manage and Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional this can help to handling not only in Electronic Records Managements System but also in physical ways within the Record centers or public institutions office as the results can foster origination efficiency as well as avoiding the services delay.

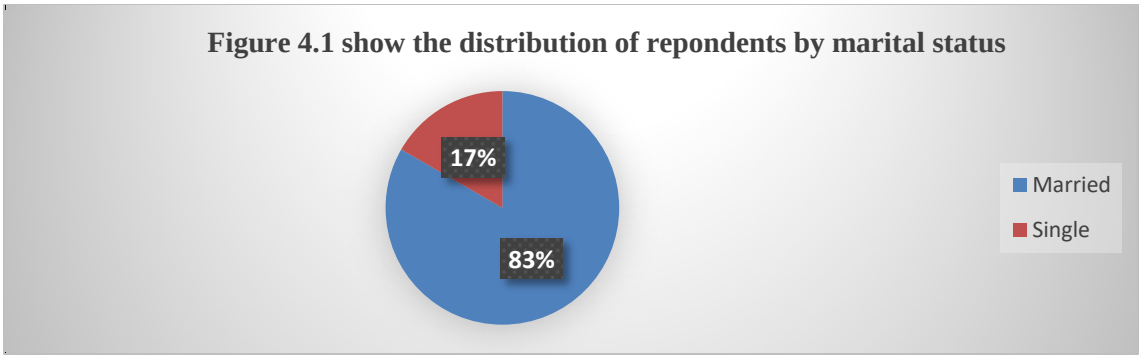
*During interview with respondents was said indicated that, the majority of respondents at Bagamoyo District Council have bachelor degree level of education as presented with 20 (66.6%) of the whole respondents. These indicate how education is vital element in handling, managing and Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional.*

### 4.2.4 Respondents Marital Status

Under this aspect researcher wanted to know about respondents' marital status. Researcher mentioned this category on his questioners because it can for the one hand or another determine the effectiveness on Adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional at Bagamoyo District Council



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***Source: Field Study (2026)***

Figure 4.1 presents the marital status of the respondents. The findings indicate that 25 respondents (83.3%) were married while 5 respondents (16.7%) were single. This implies that the majority of Bagamoyo District Council employee are married. Married employee is often considered to have greater family responsibility which may encourage them to value stable employment, accountability, and efficient of work performance such characteristics may positively influence their willingness to adopt and effectively use electronic records management system in order to improve operational efficiency.

### 4.2.5 Work Experience of respondents

During the study researcher was interested to know the working experience of the respondents at the Bagamoyo District Council. Researcher included this category because the effective management, handling and overall adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional can also be determined with work experiences that a workers have at the given office.

**Table 4.6: Distribution of Respondents by Work Experience (N = 30)**

| Categories | Frequency | Percentages |
|---|---|---|
| 1 - 5 year | 8 | 26.7% |
| 6 - 10 years | 12 | 40% |
| More than 10 years | 10 | 33.3% |
| Total | 30 | 100% |

***Source: Field Study (2026)***



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Table 4.6 indicated the distribution of the respondents by their working experience. The results indicated that none of the respondents has less than one year, 8 (26.7%) were in between 1 to 5 years, 12 (40%) were in between 6 to 10 years of work and 10 (33.3%) was more than ten years of work.

The findings of the study indicated that, majority of respondents at Bagamoyo District council have working experience for about 1-5 years of working. This reveals that the majority of staff has enough working experience in the management and adoption of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional. Additionally, the study findings also indicated that, the majority of workers at Bagamoyo District Council have working experiences for 6-10 years of working s presented with 12 (40%) as the second-high frequency in the table 4.7.

*During interview with Bagamoyo District council staffs suggested that, a long working experience of staff has significant values in an effective handling, managing and Adopting of Electronic Records Managements systems (ERMS) in promoting operational efficiency in public institutional.*

### 4.2.6 The benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council.

The research needs to identify the benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council. This question was asked of library users and library staff. The result is shown in the table 4.7 below



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**Table 4.7: Distribution of Respondents by the benefits on adoption of electronic records management systems in promoting operational efficiency. (N = 30)**

| Categories | Frequency | Percentages |
|---|---|---|
| Improved Access and Retrieval of Records | 8 | 26.7% |
| Increased Operational efficiency and productivity | 6 | 20% |
| Improved accuracy and Reliability of information | 5 | 16.7% |
| Enhanced records security | 5 | 16.7% |
| Better Compliance and Accountability | 4 | 13.3% |
| Reduced Storage Costs | 2 | 6.7%S |
| Total | 30 | 100% |

***Source: Field Study (2026)***

Table 4.7 indicate that the adoption of Electronic Records Managements (ERMS) has significantly contributed to improving operational efficiency in Bagamoyo District Council. The majority of respondents identified improved access and retrieval of records as the most important benefits, suggesting that ERMS has enhanced the speed and effectiveness of accessing information required for daily operational efficiency and productivity were also highly ranked, indicating that the system has reduced manual processes and improved workflow performance. Furthermore, respondents acknowledged that ERMS improves the accuracy and reliability of information, enhance records security, and promotes accountability through better compliance with records managements regulations. Although reduced storage costs were recognized as a benefit, it received the lowest ranking, implying that respondents place greater importance on operational and service delivery improvements than on cost savings. Overall, the findings demonstrate the ERMS plays a vital role in enhancing organizational performance and services delivery within Bagamoyo District Council

*During interview with respondents, was indicating that Improved Access and Retrieval of records was perceived as the most important benefits of adopting Electronic Records Managements Systems at Bagamoyo District Council while Reduced storage costs was considered the least important benefits. This suggests that respondents place greater value on improvement that directly enhance services delivery and operational performance.*



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### 4.2.7 The challenges facing when using Electronic Records Managements systems (ERMS)

In this finding the researcher indicates the major challenges affecting the use of ERMS include lack of training, absence of clear policies and guidelines, inadequate ICT infrastructure, and resistance to technological change among a few staff members. Among these challenges, lack of training was identified as the most significant barrier to effective ERMS utilization. Other results see table 4.8

**Table 4.8: Distribution of Respondents by the challenges facing when using Electronic Records Managements systems (N = 30)**

| Categories | Frequency | Percentages |
|---|---|---|
| Lack of training | 12 | 40% |
| Poor ICT infrastructure | 6 | 20% |
| Lack of policies and guidelines | 10 | 33.3% |
| Resistance from staff to use technology | 2 | 6.7% |
| Total | 30 | 100% |

***Source: Field Study (2026)***

The findings in Table 4.8. Indicate that the major challenge facing the use of Electronic Records Management Systems (ERMS) at Bagamoyo District Council is lack of training, which was reported by 12 respondents (40%). This suggests that many employees do not possess adequate knowledge and skills required to effectively use ERMS. The second challenge identified was lack of policies and guidelines, reported by 10 respondents (33.3%). This implies that the absence of clear rules and procedures affects the proper implementation and management of electronic records. Poor ICT infrastructure was mentioned by 6 respondents (20%), indicating that inadequate technological facilities such as computers, internet connectivity, and system support hinder the effective operation of ERMS. The least reported challenge was resistance from staff to use technology, identified by only 2



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respondents (6.7%). This shows that most employees are willing to adopt technology, but they are constrained by other factors such as inadequate training and insufficient infrastructure.

*During interview with respondents was indicates that the findings reveal that lack of training and absence of clear policies and guidelines are the major barriers to successful implementation of ERMS at Bagamoyo District Council.*

### 4.2.8 Does the lack of clear policies and guidelines affect the use of Electronic Records Managements systems (ERMS)

The findings indicates that the lack of clear policies and guidelines has a significant negative impact on the effective use of ERMS. The majority of respondents agreed that policies and guidelines are necessary for ensuring consistency, accountability, and proper management of electronic records. Without clear policies, organizations may experience inefficiencies and inconsistencies in records management practices. See table 4.9 below

**Table 4.9: Distribution of Respondents by the challenges facing when using Electronic Records Managements systems (N = 30)**

| Categories | Frequency | Percentages |
|---|---|---|
| Yes | 28 | 93.3% |
| No | 2 | 6.7% |
| Total | 30 | 100% |

***Source: Field Study (2026)***

The results in Table 4.9. show that 28 respondents out of 30 agreed that the lack of clear policies and guidelines affects the use of Electronic Records Management Systems (ERMS), representing 93.3% of the respondents. Only 2 respondents (6.7%) indicated that the lack of policies and guidelines does not affect the use of ERMS.

*During interview with respondents was suggest that clear policies and guidelines play a significant role in ensuring effective implementation and management of ERMS. The absence of such policies may lead to inconsistencies in records management practices, confusion*



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*among users, and reduced system efficiency. Therefore, establishing comprehensive policies and guidelines is essential for the successful adoption of ERMS.*

### 4.2.9 Strategies can improve Electronic Records Managements systems (ERMS) adoption at Bagamoyo District Council.

The findings indicate that enhancing staff training, establishing clear policies and guidelines, improving ICT infrastructure, and increasing investment in ICT resources are the key strategies for improving ERMS adoption. Among these strategies, staff training emerged as the most preferred and effective approach for strengthening employees' capacity to utilize ERMS efficiently. For further see table 4.10 below

**Table 4.10: Distribution of Respondents by Strategies can improve Electronic Records Managements systems (ERMS) adoption (N = 30)**

| Categories | Frequency | Percentages |
|---|---|---|
| Providing more training to staff | 12 | 40% |
| Improving ICT infrastructure | 6 | 20% |
| Establishing clear policies and guidelines | 10 | 33.3% |
| Increasing ICT budget | 2 | 6.7% |
| Total | 30 | 100% |

***Source: Field Study (2026)***

The findings in Table 4.2.9 indicate that providing more training to staff was the most preferred strategy, supported by 12 respondents (40%). This demonstrates the need to enhance employees' knowledge and skills in the use of ERMS. Establishing clear policies and guidelines was the second most preferred strategy, mentioned by 10 respondents (33.3%). This suggests that respondents recognize the importance of having formal procedures to guide records management activities. Improving ICT infrastructure was identified by 6 respondents (20%), indicating the need for adequate technological resources and reliable system support to facilitate effective use of ERMS. Increasing the ICT budget was the least preferred strategy, selected by 2 respondents (6.7%). Although important, respondents considered staff training, policy development, and infrastructure improvement as higher priorities.



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### 4.2.10 Suggestions for improving the adoption of Electronic Records Management Systems in Bagamoyo District Council

The findings reveal that several measures can be taken to improve the adoption of Electronic Records Management Systems (ERMS) at Bagamoyo District Council. The findings indicate that providing regular training to staff, establishing clear policies and guidelines, improving ICT infrastructure, and allocating adequate financial resources for ICT development are the most important strategies. These measures will enhance employees' competence, ensure proper system utilization, and create a supportive environment for effective electronic records management. Therefore, successful adoption of ERMS depends on the commitment of management to invest in staff capacity building, policy development, and technological infrastructure. Furthermore, see table 4.11 below

**Table 4.11: Distribution of Respondents by Suggestions for improving the adoption of Electronic Records Management Systems (N = 30)**

| Categories | Frequency | Percentages |
|---|---|---|
| Providing more training to staff | 12 | 40% |
| The establishment of clear policies and guidelines | 10 | 33.3% |
| Improving ICT infrastructure | 6 | 20% |
| Increasing the ICT budget | 2 | 6.7 |
| Total | 30 | 100% |

***Source: Field Study (2026)***

Table 4.11. presents respondents' suggestions for improving the adoption of Electronic Records Management Systems (ERMS) at Bagamoyo District Council. Out of the 30 respondents, 12 respondents (40%) suggested providing more training to staff. This was the most preferred suggestion, indicating that respondents view training as a critical factor in enhancing employees' knowledge and skills for effective use of ERMS. Furthermore, 10 respondents (33.3%) suggested the establishment of clear policies and guidelines to support the implementation and management of electronic records. This finding implies that respondents consider policies and guidelines essential for ensuring consistency and



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accountability in records management practices. Another, 6 respondents (20%) suggested improving ICT infrastructure. Respondents believed that adequate technological facilities such as computers, internet connectivity, and technical support would facilitate the successful adoption and operation of ERMS. Lastly, 2 respondents (6.7%) suggested increasing the ICT budget to support the acquisition, maintenance, and upgrading of ICT resources required for effective records management.

*During interview with respondents was indicates that the successful adoption of ERMS at Bagamoyo District Council requires a comprehensive approach that combines human resource development, technological improvement, and institutional support. Continuous training, strong management commitment, adequate funding, and well-defined policies are essential for ensuring the sustainability and effectiveness of electronic records management practices within the council.*



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# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 5.0 Introduction

This chapter presents the summary of the study findings, conclusion and recommendations of the study findings. The aim of this research study was to assess the adoption of electronic records management systems (ERMS) in promoting operational efficiency in public institutions at Bagamoyo district council. This chapter also highlights the summary of the finding, general conclusions and recommendations that were drawn from the analysis of the collected data as well as area for further research.

## 5.1 Summary of the findings.

The general objective of this study was to assess the adoption of electronic records management systems in promoting operational efficiency in public institutions at Bagamoyo district council. The study was comprised with three specific objectives that were to assess the benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council, to examine the challenges facing on adoption of electronic records managements system at Bagamoyo District Council and to ascertain the Potential strategies for improvement on adoption of electronic records managements system at Bagamoyo District Council. The study used descriptive research design involving one organization only, with 30 respondents participated in the study. Simple randomly sampling technique and purposive sampling technique was used to select respondents. Data were analyzed by using Microsoft excel to provide descriptive statistics, Frequencies and percentages in form of table. Also, the study, utilizing an 86% response rate from 35 questionnaires distributed to museum users, staff, and preservationists, provided comprehensive data on the Bagamoyo District Council. Demographic analysis revealed that the majority of respondents were male (90%), aged between 30-39 years (50%), held bachelor's degrees (66.6%), were married (90%), and possessed 6-10 years of work experience (40%). Key findings regarding in the adoption of electronic records management



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systems (ERMS) in promoting operational efficiency in public institutions at Bagamoyo district council included:

### 5.1.1 The benefits on adoption of electronic records management systems in promoting operational efficiency in Bagamoyo district Council.

The findings indicate that the adoption of Electronic Records Managements (ERMS) has significantly contributed to improving operational efficiency in Bagamoyo District Council. The majority of respondents identified improved access and retrieval of records as the most important benefits, suggesting that ERMS has enhanced the speed and effectiveness of accessing information required for daily operational efficiency and productivity were also highly ranked, indicating that the system has reduced manual processes and improved workflow performance. Furthermore, respondents acknowledged that ERMS improves the accuracy and reliability of information, enhance records security, and promotes accountability through better compliance with records managements regulations. Although reduced storage costs were recognized as a benefit, it received the lowest ranking, implying that respondents place greater importance on operational and service delivery improvements than on cost savings. Overall, the findings demonstrate the ERMS plays a vital role in enhancing organizational performance and services delivery within Bagamoyo District Council

### 5.1.2 The challenges facing when using Electronic Records Managements systems (ERMS)

The findings indicate that the major challenge facing the use of Electronic Records Management Systems (ERMS) at Bagamoyo District Council is lack of training, which was reported by 12 respondents (40%). This suggests that many employees do not possess adequate knowledge and skills required to effectively use ERMS. The second challenge identified was lack of policies and guidelines, reported by 10 respondents (33.3%). This implies that the absence of clear rules and procedures affects the proper implementation and management of electronic records. Poor ICT infrastructure was mentioned by 6 respondents (20%), indicating that inadequate technological facilities such as computers, internet connectivity, and system support hinder the effective operation of ERMS. The least reported challenge was resistance from staff to use technology, identified by only 2 respondents (6.7%).



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This shows that most employees are willing to adopt technology, but they are constrained by other factors such as inadequate training and insufficient infrastructure.

### 5.1.3 Does the lack of clear policies and guidelines affect the use of Electronic Records Managements systems (ERMS)

The results show that 28 respondents out of 30 agreed that the lack of clear policies and guidelines affects the use of Electronic Records Management Systems (ERMS), representing 93.3% of the respondents. Only 2 respondents (6.7%) indicated that the lack of policies and guidelines does not affect the use of ERMS.

### 5.1.4 Strategies can improve Electronic Records Managements systems (ERMS) adoption at Bagamoyo District Council.

The findings indicate that providing more training to staff was the most preferred strategy, supported by 12 respondents (40%). This demonstrates the need to enhance employees' knowledge and skills in the use of ERMS. Establishing clear policies and guidelines was the second most preferred strategy, mentioned by 10 respondents (33.3%). This suggests that respondents recognize the importance of having formal procedures to guide records management activities. Improving ICT infrastructure was identified by 6 respondents (20%), indicating the need for adequate technological resources and reliable system support to facilitate effective use of ERMS. Increasing the ICT budget was the least preferred strategy, selected by 2 respondents (6.7%). Although important, respondents considered staff training, policy development, and infrastructure improvement as higher priorities.

### 5.1.5 Suggestions for improving the adoption of Electronic Records Management Systems in Bagamoyo District Council

The findings reveal that several measures can be taken to improve the adoption of Electronic Records Management Systems (ERMS) at Bagamoyo District Council. The findings indicate that the presents respondents' suggestions for improving the adoption of Electronic Records Management Systems (ERMS) at Bagamoyo District Council. Out of the 30 respondents, 12 respondents (40%) suggested providing more training to staff. This was the most preferred suggestion, indicating that respondents view training as a critical factor in enhancing



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employees' knowledge and skills for effective use of ERMS. Furthermore, 10 respondents (33.3%) suggested the establishment of clear policies and guidelines to support the implementation and management of electronic records. This finding implies that respondents consider policies and guidelines essential for ensuring consistency and accountability in records management practices. Another, 6 respondents (20%) suggested improving ICT infrastructure. Respondents believed that adequate technological facilities such as computers, internet connectivity, and technical support would facilitate the successful adoption and operation of ERMS. Lastly, 2 respondents (6.7%) suggested increasing the ICT budget to support the acquisition, maintenance, and upgrading of ICT resources required for effective records management.

**5.2 Conclusions.**

Electronic Records Management Systems (ERMS) have made a significant contribution to improving operational efficiency at Bagamoyo District Council. The system has enhanced accessibility and retrieval of records, improved information accuracy, strengthened records security, and promoted accountability in organizational operations. These benefits demonstrate the importance of digital records management in supporting efficient public service delivery. Despite these achievements, the study found that several challenges continue to hinder effective ERMS adoption. The major challenges include inadequate staff training, lack of clear policies and guidelines, insufficient ICT infrastructure, and limited institutional support. These challenges reduce the effectiveness of ERMS and limit its ability to achieve its intended objectives.

Therefore, successful adoption and sustainability of ERMS require strong management commitment, continuous staff capacity building, adequate ICT investment, and the establishment of comprehensive policies and procedures for electronic records management. Addressing these issues will enhance organizational performance and improve service delivery within public institutions.



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### 5.3 Recommendations

5.3.1. Bagamoyo District Council should provide regular training and capacity-building programs to improve employees' knowledge and skills in the use of Electronic Records Management Systems.

5.3.2. The council should develop and implement clear policies, procedures, and guidelines to govern the creation, storage, access, retention, and disposal of electronic records.

5.3.3. Management should invest in modern ICT infrastructure, including reliable internet connectivity, adequate computer equipment, data backup facilities, and technical support services.

5.3.4. The council should allocate sufficient budgetary resources to support the maintenance, upgrading, and sustainability of ERMS.

5.3.5. Awareness programs should be conducted to promote positive attitudes among staff towards the adoption and use of electronic records management technologies.

5.3.6. Government authorities should strengthen monitoring and evaluation mechanisms to ensure compliance with electronic records management standards and best practices.

5.3.7 Collaboration between records management professionals and ICT personnel should be enhanced to improve system implementation and operational effectiveness.

5.4 Area for Further Study.

The following are the possible topics or areas that need to be further studies

5.4.1 To examine the impact of Electronic Records Management Systems on service delivery performance in other Local Government Authorities in Tanzania.

5.4.2 To investigate the relationship between ICT infrastructure and successful ERMS implementation in public institutions.

5.4.3 To assess the long-term sustainability and cost-effectiveness of Electronic Records Management Systems in Tanzanian public institutions.



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5.4.4 To explore employees' attitudes and behavioral factors influencing ERMS adoption and utilization



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## APPENDIX I

## QUESTIONEOIRE FOR BAGAMOYO DISTRICT STAFF

Kindly be informed that I am Fatuma Abdurashidi Muwanya a college student at the school of library, archives and Documentation studies (SLADS). I conducting research titled *"A**n** assessment on the adoption of electronic records management systems in promoting operational efficiency in public institutions at Bagamoyo district council"* as partial fulfillment of my technician certificate studies. You are kindly requested to assist in filling the questionnaire below. Be informed that information that you will provide will be treated with high confidentiality and used for the purpose of this study only. Thanks, you for your kind of cooperation.

Put tik where it is appropriate unless otherwise there is another instruction

1. What is your gender?

☐ Male

☐ Female

2. What is your level of education?

☐ Certificate

☐ Diploma

☐ Degree

☐ Other (please specify) _____

3. How long have you worked at Bagamoyo District Council?

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years



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☐ More than 6 years

4. Do you use an Electronic Records Management System (ERMS) in your daily work?

☐ Yes

☐ No

5. In your opinion, does ERMS help in faster retrieval of information compared to paper-based systems?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Disagree

6. Does ERMS improve transparency and accountability in the institution?

☐ Yes

☐ No

☐ Not sure

7. What challenges do you face when using ERMS?

☐ Lack of training

☐ Poor ICT infrastructure

☐ Lack of policies and guidelines

☐ Resistance from staff to use technology

☐ Other (please specify) _____



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8. Does the lack of clear policies and guidelines affect the use of ERMS?

☐ Yes

☐ No

☐ Not sure

9. Which of the following strategies can improve ERMS adoption at Bagamoyo District Council?

☐ Providing more training to staff

☐ Improving ICT infrastructure

☐ Establishing clear policies and guidelines

☐ Increasing ICT budget

☐ Other (please specify) _____

10. What suggestions do you have for improving the adoption of Electronic Records Management Systems in the institution?



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## APPENDIX II

## INTERVIEW GUIDE FOR BAGAMOYO DISTRICT HEAD OFFICER

Kindly be informed that I I am Fatuma Abdurashidi Muwanya a college student at the school of library, archives and Documentation studies (SLADS). I conducting research titled *"An assessment on the adoption of electronic records management systems in promoting operational efficiency in public institutions at Bagamoyo district council"* as partial fulfillment of my technician certificate studies. You are kindly requested to assist in filling the interview questions below. Be informed that information that you will provide will be treated with high confidentiality and used for the purpose of this study only. Thanks, you for your kind of cooperation

1. How long have you worked at Bagamoyo District Council?

2. Do you use an Electronic Records Management System (ERMS) in your daily work?

3. In your opinion, does ERMS help in faster retrieval of information compared to paper-based systems?

4. Does ERMS improve transparency and accountability in the institution?

5. What challenges do you face when using ERMS?

6. Does the lack of clear policies and guidelines affect the use of ERMS?

7. Which of the following strategies can improve ERMS adoption at Bagamoyo District Council?

8. What suggestions do you have for improving the adoption of Electronic Records Management Systems in the institution?



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## APPENDEX III

## RESEARCH BUDGET

| Item | Particular | Amount |
|---|---|---|
| Preparation of research proposal | Stationaries;<br>Pen 4@500<br>Pencil 4@ 200<br>Ruler and Rubber @ 500<br>Printing 20pgs@ 500<br>Photocopies 20pgs@ 100<br>Binding 3 proposal@ 2000 | <br>2000/=<br>800/=<br>1,000/=<br>10,000/=<br>2,000/=<br>6,000/= |
| Data collection process | Transport 30 days@1000<br>Meal 30 days@ 3000<br>Preparation of 50 copies of questionnaires and interview@ 100 | 30,000/=<br>90,000/=<br>5,000/= |
| Report writing | Printing of report 42pgs@ 200*5<br>Photocopies of the report 42 copies@ 100*5<br>Binding of the report 3@ 3000 | 42,000/=<br>21,000/=<br>9,000/= |
| | TOTAL | 218,800/= |



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## APPENDEX IV

## RESARCH TIME SCHEDULE

| ACTIVITIES | November, 2026 | January 2026 | February 2026 | March 2026 | April 2026 | May 2026 | June 2026 |
|---|---|---|---|---|---|---|---|
| Submission of research proposal | | | | | | | |
| Distribution of questionnaire and interviewing respondents | | | | | | | |
| Data collection from respondents | | | | | | | |
| Collection of questionnaire and data organization | | | | | | | |
| Production of first draft of research report | | | | | | | |
| Submission of final research report | | | | | | | |



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# APPENDEX V

# APPROVAL LETTER

JAMHURI YA MUUNGANO WA TANZANIA

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

*Unapojibu tafadhali taja*

**Kumb Na. JB.311/375/01/198** **Tarehe:** 10 Aprili, 2026

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

Yah: **RUHUSA YA KUFANYA UTAFITI NDUGU FATUMA ABDURASHIDI MUWANYA.**

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakiri kupokea barua yenye Kumb. Na. **DA.201/457/VOL/1/20** ya tarehe **27 Februari, 2026** yenye somo tajwa hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa hapo juu ameruhusiwa kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika **Kata ya Dunda** kwa kipindi cha kuanzia tarehe **28 Machi, 2026** hadi tarehe **09 Mei, 2026.**

4. Nakutakia kazi njema.

Shauri Selenda
**MKURUGENZI MTENDAJI**
**HALMASHAURI YA WILAYA**
**BAGAMOYO.**

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

**Nakala:** Afisa Mtendaji Kata,
Kata ya Dunda,
Halmashauri ya Wilaya,
S.L.P. 59,
**BAGAMOYO - PWANI.** - Mpokee na kumpa ushirikiano

*Barua zote ziandikwe kwa Mkurugenzi Mtendaji (W)*
Ofisi ya Mkurugenzi Mtendaji, Halmashauri ya Wilaya Bagamoyo,Barabara ya uhindini, S.L.P. 59, 61301 BAGAMOYO Mkoa wa Pwani.
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