SCHOOL OF LIBRARY, ARCHIVE AND DOCUMENTATIONS TUDIES

(SLADS) BAGAMOYO

RESEARCH REPORT ON

AN ASSESSMENT ON ELECTRONIC RECORDS MANAGEMENT SYSTEM FOR IMPROVED EFFICIENCY AND ACCOUNTABILITY: CASE STUDY AT BAGAMOYO DISTRICT COUNCIL.

BY

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A Research Report Submitted to the School of Library, Archives and Documentation Studies (SLADS) seeking Approval to Undertake a Research Study for Partial Fulfillment for the Award of Ordinary Diploma in Records and Archives Management.

2025/2026.

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CERTIFICATION

The undersigned certify the he has read and here by recommend for acceptance by the School of Library, Archives and Documentation Studies. Research report entitled " An assessment of electronic records management system for improved accountability and efficiency. A case study of Bagamoyo District Council in partial/ fulfillment of the requirements for the award of Ordinary Diploma in Records and Archives Management.

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I, Doris P Lyakurwa declare that this report is my own original work and that it has not been presented and will not be presented at any other Ordinary Diploma for a similar or any other diploma award.

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ACKNOWLEDGEMENT

I firstly thank you my almighty God who protected me, gave me strength and made it possible for me to finish this study.

I also extend my sincere appreciation to the School of Library, Archives and Documentation Studies (SLADS), the Administration, and other stakeholders for their valuable support, cooperation, and contributions during the course of my studies. Their assistance and commitment greatly contributed to the successful completion of this study. Special thanks also go to my beloved parents, Mr. and Mrs. Lyakurwa for their unconditional love, encouragement, prayers, and financial and moral support throughout my academic journey. Their sacrifices and guidance have been a source of inspiration and strength in achieving my educational goals.

Thank you all.

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DEDICATION

This piece of work is dedicated to my beloved parents for their endless love, sacrifices, and support throughout my studies. It is also dedicated to my brothers and sisters for their encouragement and companionship. May this achievement reflect our shared commitment to hard work and success

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LIST OF ABBREVIATION

AIIM	-	Association for Information and Image Management
BDC	-	Bagamoyo District Council
ERMS	-	Electronic Records Management Systems
ESARBICA	-	Eastern and Southern Africa Regional Branch of the International Council
ICT	-	Information and Communication Technology
ISO	-	International Organization for Standardization
SLADS	-	School of Library, Archives and Documentation Studies

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ABSTRACT

This study assessed the Electronic Records Management System (ERMS) for improved efficiency and accountability, using Bagamoyo District Council (BDC) as a case study. The study was guided by four specific objectives: to assess the effectiveness of ERMS in improving operational efficiency, to evaluate its role in enhancing accountability, to identify challenges facing its implementation, and to propose measures for improving the system. A descriptive research design employing a case study method was adopted, drawing a sample of 25 respondents comprising 5 staff and 20 users of the Council. Data were collected through questionnaires, interviews and documentary review, and were analyzed using both qualitative and quantitative techniques with the aid of Microsoft Excel.

The findings revealed that Bagamoyo District council (BDC) has adopted electronic records management practices to a moderate extent, with several departments still relying on hybrid systems that combine manual and electronic handling of records. Where the ERMS has been effectively utilized, it improved the speed of records retrieval, reduced instances of missing files, enhanced traceability, and strengthened the audit trail for decision-making. However, the study also identified challenges hindering full implementation, including inadequate ICT infrastructure, insufficient funding, limited technical skills, unreliable internet connectivity, resistance to change, and the absence of a comprehensive electronic records management policy. The study concludes that ERMS has significant potential to improve accountability and efficiency at BDC, and recommends that the Council invest in ICT infrastructure, develop a clear records management policy, and strengthen staff capacity, while the central government provides supportive policy and funding frameworks for local government authorities.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

The rapid advancement of technology has significantly transformed the landscape of records management. Electronic Records Management Systems (ERMS) are increasingly being adopted by organizations to enhance efficiency and accountability in handling records. This proposal aims to assess the impact of ERMS on organizational efficiency and accountability, highlighting the need for a systematic evaluation of their effectiveness.

1.1 Background of the study

In recent years, the proliferation of digital technology has transformed how organizations manage their records. An Electronic Records Management System (ERMS) is designed to capture, manage, and preserve records in digital formats, enabling organizations to streamline their operations (Harris, 2016). The shift from traditional paper-based systems to electronic systems has been driven by the need for enhanced efficiency, reduced operational costs, and improved access to information (Beynon-Davies, 2013). As organizations continue to embrace digital transformation, the importance of effective electronic records management has become increasingly apparent.

The implementation of an ERMS can lead to significant improvements in organizational accountability and efficiency. According to a study by Kahn et al. (2017), organizations that utilize ERMS report greater accuracy in record-keeping, reduced retrieval times, and enhanced compliance with regulatory requirements. Furthermore, the adoption of such systems allows for better data governance, ensuring that records are maintained in a manner that meets both legal and operational standards (ISO, 2016). However, despite the benefits, many organizations struggle with the successful implementation and ongoing management of ERMS, leading to concerns about the effectiveness of these systems in achieving the desired outcomes (Sullivan, 2018).

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1.2 Statement of the problem

Despite the recognized advantages of Electronic Records Management Systems, many organizations face significant challenges in their implementation and operationalization. A major issue is the lack of standardized practices and guidelines for the effective management of electronic records (Pember, 2019). This inconsistency can result in inefficiencies, such as difficulties in document retrieval, loss of information, and compliance failures, which ultimately undermine the intended benefits of ERMS.

Moreover, the rapid pace of technological advancement poses a challenge for organizations striving to keep their electronic records systems updated and effective (Brown & Treadwell, 2020). Many organizations may invest in ERMS without a thorough assessment of their specific needs and workflows, leading to systems that do not align with organizational goals or user requirements (Roth, 2021). Consequently, this misalignment can result in wasted resources and diminished accountability, as employees may find it challenging to navigate the system or rely on inaccurate records.

Additionally, there are concerns regarding the training and support provided to staff during the transition to an ERMS. A lack of adequate training can hinder employee adoption and lead to resistance against using the new system, further exacerbating the issues of inefficiency and accountability (Cohen, 2022). Thus, it is essential to assess the current state of electronic records management in organizations to identify the barriers to effective implementation and to develop strategies that enhance efficiency and accountability in managing electronic records.

1.3 Research Objectives

1.3.1 General objective of the study

The general objective of this study is to assess on electronic records management system for improved efficiency and accountability.

1.3.2 Specific Objectives

i. To assess the effectiveness of ERMS in improving operational efficiency within organizations.

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ii. To evaluate the role of ERMS in enhancing accountability in records management processes.

iii. To identify challenges and limitations faced by organizations in implementing ERMS.

iv. To provide recommendations for optimizing ERMS for better efficiency and accountability.

1.4 Research questions

i. To assess the effectiveness of ERMS in improving operational efficiency within organizations?

ii. To evaluate the role of ERMS in enhancing accountability in records management processes?

iii. To identify challenges and limitations faced by organizations in implementing ERMS?

iv. To provide recommendations for optimizing ERMS for better efficiency and accountability?

1.5 Significance of the Study

Electronic records management systems is a critical aspect of organizational operations, providing several key benefits that contribute to efficiency, compliance, and overall effectiveness.

On the collection of this study, it was been a great significance to society as we, electronic records management system is a fundamental aspect that directly influences service delivery. records management encompasses the systematic control of records throughout their lifecycle, from creation to disposal. Records management can lead to various crucial effects, including

i. Improved Efficiency and Productivity; Effective records management systems streamline processes by ensuring that information is readily accessible. This leads to enhanced productivity, as employees spend less time searching for documents and more time on their core tasks.

ii. Compliance and Legal Protection; Organizations are often subject to various regulations governing data retention and privacy. A robust records management

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system helps ensure compliance with these regulations, reducing the risk of legal issues.

iii. Preservation of Institutional Knowledge; A well-maintained records management system aids in preserving the institutional memory of an organization. This is crucial for training new employees and ensuring continuity in operations.

iv. Enhanced Service Delivery; By ensuring that records are accurate and easily accessible, organizations can improve service delivery to clients and stakeholders. Quick access to necessary information leads to faster response times and better customer satisfaction.

v. Decision-Making Support; Accurate and organized records provide valuable insights that support informed decision-making at all levels of an organization. Access to reliable information allows leaders to make strategic choices based on data-driven evidence.

1.6 Scope of the study

The research concentrated on the electronic records management system improved for efficiency and accountability. The study will be conducted in Bagamoyo district council where a researcher used to obtain the respondents.

1.7 Limitations of the Study

There were a number of hindrances that a researcher was faced in conducting the research. The basic factors that were:

Lack of cooperation

Some of the respondents were not participate fully in returning answers to the researcher so, the lateness in returning answers were affect researcher to the whole preparation of complete information.

Inadequate time

This include time for collecting and summarize data, because the time of summarize data collection is the time which the researcher uses for class study also the same time where used for filed attachment does not enough

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Lack of adequate Resources

These include a personal computer and enough materials which describe about the study of resources sharing. Researcher was required these tools during the study.

1.8 Definition of the Key Terms

Electronic Records Management System (ERMS)

A digital system used to capture, store, manage, and track electronic records throughout their lifecycle (Rogers, 2019).

Efficiency:

The ability to achieve maximum productivity with minimum wasted effort or expense, particularly in the context of business processes (Kumar, 2020).

Accountability:

The obligation of an organization to account for its activities, accept responsibility for them, and disclose results in a transparent manner (Morrison, 2019).

Compliance:

Adherence to laws, regulations, and guidelines relevant to the management of records and data (Ojo, 2021).

Audit Trail:

A chronological record that provides documentary evidence of the sequence of activities that have affected a specific operation, procedure, or event in a system (Higgins, 2020).

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature on electronic records management emphasizes the importance of adopting technology to streamline processes. According to a report by the International Organization for Standardization (ISO), effective records management systems contribute to better decision-making, increased productivity, and compliance with regulatory requirements (ISO 15489-1:2016).

A study by Goh and Kwan (2020) found that organizations that implemented ERMS reported a 30% reduction in time spent on record-keeping activities. Additionally, the authors noted that ERMS facilitates better collaboration and communication among stakeholders, thereby enhancing accountability.

However, challenges persist. A survey conducted by the Association for Information and Image Management (AIIM) found that 60% of organizations struggle with data migration and integration of ERMS into existing workflows (AIIM, 2021). This highlights the need for a comprehensive assessment of ERMS to identify best practices and solutions.

2.1 Research gap

Various researchers and scholars did their best in the discussion on the provision of electronic records management system for improved efficiency and accountability. Literature review on the study didn't show the impacts of electronic records management system on organizational service delivery. The Information needs to be communicated effectively to the organization by the government contribution to the effective and efficiency records management system for improved efficiency and accountability.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Research methodology defined by Kothari (2019) as a way to systematically solve the research problem. This chapter shows the methodology that will be used to carry out this study. It consists of research design, study area, population, sample and sampling techniques, method of data collection, data processing and analysis and ethical issues.

3.1 Research design

Research design is a blue print to conduct a research study, which involves description of research approach, study setting, sampling size, sampling techniques, tools and methods of data collection and analysis to answer specific study questions (Creswell, 2020). This study will use descriptive research design with case study method to carry out the study. This kind of research design enabled the researcher to collect information from different group of respondents at a time. Alse , this design offered opportunity for making comparisons among different group of respondent variables to how dependent variable with independent variable. Research design is the "plan of what, why, how and where data to be collected and analyzed". The study will descriptive with a case study design method.

3.2 Area of study

The study will be conducted at Bagamoyo district council, the researcher decided to select this area simply because the topic relate with the place for a researcher to collect data effectively.

3.3 Population of the study

Population as an arrangement of people or things that a researcher has in mind from which one can obtain information and draw conclusions (Feblowiz, 2011), As it can be an entire collection of people, animals, plants or things from which we may collect data. It is the entire group we are interested in and wish to describe or draw a conclusion. In this study, the researcher will

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use a population of 25 where 5 are staff and 20 are users respondents from Bagamoyo district council

3.4 Sample size

The sample size of the study should neither be excessively large not too small, an optimal sample is the one which attribute to the efficiency, representee, reliabilities and flexibility requirement (Kothari, 2004). The size will be 25 respondents representing the whole population involving 20 users and 5 staff members. Therefore, the sample size of the study was 25 respondents to constitute with representative members from the targeted populations.

3.5 Sampling techniques

Sampling technique is selection of some part of an aggregate or totality of what the population is made (Atilgan and Arslantekin, 2018). The study will u se both Probability and Non probability sampling techniques.

3.6 Method and techniques of data collection.

Data collection is the process of gathering and measuring information on targeted variable in an established systematic fashion, which then enable one to answer relevant questions and evaluate outcomes (Schwalbe 2007). This study will involve the use of both primary and secondary source of data collection.

3.6.1 Primary source of data

Primary data are those data which are collected afresh and for the first time (Kothari, 2005). These are sources of information on the independent and dependent variables in the study. They are new that being collected for the first time. This kind of information is normally original ones and nothing stands between them. The study will use questionnaire, interview and document reviews to collect the data

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3.6.1.1 Questionnaire

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Gilliam, 2008) two set of questionnaires will be used for continuous and undergraduates.

Merits of questionnaires method

i. It is free shame as the person as give his or view freely.
ii. It is cheap to collect data from large population.
iii. Respondents who will be not approachable reliable conveniently.
iv. It gives respondent enough time to go through to answer question for those who will shy.

3.6.1.2 Interview

Interview method will yield a great deal of useful information and allows researcher to use verbal and non-verbal cues to adapt their questions as necessary, clarify doubts (Leed & Ormrod, 2005). Interview is common in qualitative study because, it ensures that respondent is clearly understood by repeating or rephrasing their answers, also it is conversation and verbal communication allowing researcher to monitor inquiry and question equitably.

Merits of interview method

i. It enables to gain more insight on the subject
ii. Through its sample will be controlled effectively
iii. It will be face to face with the respondent
iv. it gives the researcher language flexibility according to the interviewees

3.6.2 Secondary source of data

Secondary data are data that are already available. Refers to data that have already been collected and analyzed by someone else (Kothari; 2005). In this study secondary data will be obtained through documentary review. Documentary review is type of qualitative research in which documents are review by the analyst to asses an appraisal theme (Gillham, 2008).

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3.7 Data analysis, Processing and Presentation

Kumar (2011) defines data analysis as the process of examining what has been collected in a survey and making deductions and inferences. Data was processed and analyzed under the objective of the study by using Microsoft Excel.

3.8 Validity and Reliability

3.8.1 Validity

(Fisher, 2009) Validity is the degree to which a study accurately reflects or assesses the specific concept the researcher is attempting to measure. Validity is concerned with the study's success at measuring what the researchers sets out to measure (Fink, 1995; Kasi, 2009). This is done through relating a measuring instrument to a general conceptual framework in order to determine whether the instrument is tied to the concept.

3.8.2 Reliability

The researcher expect that the scale assigned will be reliable by assigning correct number to similar variables to get the right scale for consistence measure.

3.7.1 Ethical Consideration

Ethical consideration goes beyond the design of the study. Any piece of research that involves human subjects must Endeavour to protect the rights, dignity, physical, and psychological welfare of the participants (Bell, 2008). It is important to consider ethical issues in any study. In this study ethical issues will be considered by assuring respondents confidentiality and that findings will only be for academic purposes and not otherwise in order to make sure that ethical and moral issues will not jeopardize the study, questions that will be regarded as sensitive and embarrassing to respondents will be highly avoided. Similarly,

3.8.3 Data Collection and Analysis

Data analysis involves packaging the data obtained, tapping in order and structuring its key constituents so that the results become easily and effectively communicated

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(Kombo, and Tromp, 2011). The analysis of data in this study will use both two methods qualitative data analysis for searching relationship between data group and quantitative data analysis for analyzing data in numeral bases.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents, analyses and discusses the findings of the study on the assessment of the electronic record keeping system (ERMS) for improved efficiency and accountability. Data were collected using questionnaires and interviews administered to staff of the institution who interact with the electronic record keeping system in the course of their daily duties. The chapter is organized into sections covering the response rate, demographic characteristics of respondents, presentation and analysis of questionnaire data (Section 4.4), presentation of interview findings (Section 4.5), and a discussion of the key findings in relation to existing literature (Section 4.6). Data are presented using frequency tables and percentages, and are interpreted descriptively in line with the objectives of the study.

4.2 Response Rate

A total of 25 questionnaires were distributed to respondents drawn from the Records Management, Information Technology, Human Resources and other operational units of the institution, and all 25 (100%) were duly completed and returned, giving a response rate considered adequate for analysis and generalization of findings. Mugenda and Mugenda (2003) observe that a response rate of 70% and above is excellent for descriptive analysis in social science research; the 100% return rate obtained in this study therefore provides a strong basis for drawing valid conclusions regarding the efficiency and accountability of the electronic record keeping system in use.

Category of Respondents	**Frequency (f)**	**Percentage (%)**
Records Management staff	2	8.0%
Information Technology (ICT) staff	3	12.0%
General Personnel/Operational staff	15	60.0%

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Category of Respondents	Frequency (f)	Percentage (%)
Human Resources staff	5	20.0%
Total	25	100.0%

Source: field Data (2026)

Table 4.1 shows that the majority of respondents (60%) were drawn from the general operational personnel who are the day-to-day end-users of the system, while Human Resources staff constituted 20%, ICT staff 12%, and Records Management staff 8%. This distribution ensured that the views collected reflected both the perspective of frontline users and that of the technical and custodial staff responsible for administering the system, which strengthens the reliability of the findings.

4.3 Demographic Characteristics of Respondents

4.3.1 What is your job title?

As indicated in Table 4.1 above, respondents held positions of Records Manager, ICT Officer, Human Resources Officer and general personnel/administrative staff. This spread of job titles ensured that data were obtained from officers who create, process, and rely on records, as well as from those who manage the technical infrastructure of the ERMS, consistent with Ngulube's (2021) observation that a comprehensive assessment of records systems in Africa requires the participation of both custodial and non-custodial staff.

4.3.2 Level of education

Response	Frequency (f)	Percentage (%)
Certificate	5	20.0%
Diploma	12	48.0%
Degree	8	32.0%

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Response	Frequency (f)	Percentage (%)
Total	25	100.0%

Source: field Data (2026)

Table 4.2 shows that the majority of respondents (48%) held a Diploma qualification, 32% held a degree, while 20% held a Certificate. This implies that most respondents had attained a reasonable level of formal education to understand and meaningfully respond to issues relating to electronic record keeping. Mnjama (2010) argues that the competence of staff in managing records, whether paper-based or electronic, is closely linked to the level of professional and academic training received, which in turn affects the efficiency of record retrieval, indexing and security within an institution.

4.3.4 How long have you been employed in the institution?

Response	Frequency (f)	Percentage (%)
0 – 5 years	10	40.0%
5 – 10 years	9	36.0%
10 – 15 years	6	24.0%
Total	25	100.0%

Source: field Data (2026)

Table 4.3 indicates that 40% of respondents had worked in the institution for between 0 and 5 years, 36% for between 5 and 10 years, and 24% for between 10 and 15 years. The findings show that most respondents had served long enough to have witnessed the institution's transition from, or continued use alongside, manual filing systems, and were therefore well placed to compare the efficiency of the ERMS with prior paper-based practices, in line with Chachage and Ngulube's (2006) view that length of service is a key determinant of an employee's ability to evaluate organizational change in records practices.

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4.4 Presentation and Analysis of Questionnaire Data

This section presents responses to questions 4 to 10, which sought to assess the efficiency, accessibility, and reliability of the electronic record keeping system in day-to-day operations.

4.4.1 Can you find a specific record within the system in under two minutes?

Response	Frequency (f)	Percentage (%)
Yes	16	64.0%
No	9	36.0%
Total	25	100.0%

Source: field Data (2026)

The findings in Table 4.4 reveal that 64% of respondents were able to retrieve a specific record in under two minutes, while 36% could not. This suggests that the ERMS has generally improved the speed of record retrieval compared to manual systems, although a notable proportion of users still experience delays. Newa and Mwantimwa (2019) similarly found that although e-records systems in Tanzanian public institutions reduce retrieval time relative to paper files, inconsistent indexing and limited user training continue to slow down retrieval for a section of users.

4.4.2 Does the system allow you to upload and index a new document in fewer than five steps?

Response	Frequency (f)	Percentage (%)
Yes	14	56.0%
No	11	44.0%
Total	25	100.0%

Source: field Data (2026)

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As shown in Table 4.5, 56% of respondents indicated that the system allows document upload and indexing in fewer than five steps, whereas 44% felt otherwise. This shows that while the system's document capture workflow is relatively efficient for the majority, a substantial minority still find the process cumbersome, which may point to a need for simplifying the upload interface or providing further user training, a challenge also reported by Mohamed and Kilonzo (2019) among East African university registries implementing electronic records systems.

4.4.3 Have you noticed a reduction in the time spent on manual paper filing since using the ERMS?

Response	Frequency (f)	Percentage (%)
Yes	19	76.0%
No	6	24.0%
Total	25	100.0%

Source: field Data (2026)

Table 4.6 shows that an overwhelming majority (76%) of respondents had noticed a reduction in time spent on manual paper filing since the ERMS was introduced, while 24% had not. This finding demonstrates that the system has had a positive overall effect on operational efficiency, corroborating Ndenje-Sichalwe's (2010) finding that the adoption of electronic record keeping in Tanzania's public service reform programmed significantly reduced the administrative burden associated with paper-based filing, thereby enhancing accountability.

4.4.4 Can you access the system from your workstation without encountering slow loading screens more than once a day?

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Response	Frequency (f)	Percentage (%)
Yes	15	60.0%
No	10	40.0%
Total	25	100.0%

Source: field Data (2026)

Findings in Table 4.7 indicate that 60% of respondents could access the system without recurrent slow loading, while 40% experienced slow loading more than once a day. This suggests that infrastructural and network limitations remain a challenge for a considerable proportion of users, an issue Kemoni and Ngulube (2017) identify as common in African institutions where records governance frameworks have not been matched with adequate investment in ICT infrastructure.

4.4.5: **Does the system's search feature allow you to filter by specific dates, authors, or document types?**

Response	Frequency (f)	Percentage (%)
Yes	17	68.0%
No	8	32.0%
Total	25	100.0%

Source: field Data (2026)

Table 4.8 shows that 68% of respondents confirmed that the system's search feature allows filtering by date, author or document type, while 32% indicated that it does not, possibly reflecting variation in user awareness of the system's full functionality rather than an actual limitation of the software. Advanced metadata-based search and retrieval is regarded by Kemoni and Wamukoya (2000) as a core requirement for effective electronic record keeping,

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since it directly determines the speed and accuracy with which records can be retrieved for decision-making and accountability purposes.

4.4.6 Can multiple team members open the same document at once without the system locking them out?

Response	Frequency (f)	Percentage (%)
Yes	12	48.0%
No	13	52.0%
Total	25	100.0%

Source: field Data (2026)

As presented in Table 4.9, slightly more than half of respondents (52%) reported that the system locks out other users when a document is already open, against 48% who reported unrestricted concurrent access. This near-even split points to a collaboration bottleneck that can slow down joint tasks such as review and approval workflows. Mutsagondo and Ngulube (2017) note that limited concurrent-access functionality is a common technical constraint in electronic records systems adopted in the Eastern and Southern African region, often necessitating version-control safeguards that restrict simultaneous editing.

4.4 7 How many times per week do you have to ask a colleague for help finding a record stored in the ERMS?

Response	Frequency (f)	Percentage (%)
Never	8	32.0%
1 – 2 times	10	40.0%
3 – 4 times	5	20.0%

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Response	Frequency (f)	Percentage (%)
5 or more times	2	8.0%
Total	25	100.0%

Source: field Data (2026)

Table 4.10 shows that 32% of respondents never needed assistance to locate a record, 40% needed help one to two times a week, 20% needed help three to four times a week, and 8% needed help five or more times a week. The fact that the majority of respondents (68%) still require occasional assistance suggests that user proficiency and system navigation remain areas for improvement. Musembe (2016) attributes this pattern in institutions of higher learning to insufficient continuous training on records systems rather than to inherent weaknesses in the software itself.

4.5 Presentation of Interview Findings

Interview questions 11 to 15 were administered to the five (5) key informants comprising Records Management staff (2) and ICT staff (3), who possess technical and custodial responsibility over the ERMS. Responses were analyzed thematically, and a summary of the frequency of themes raised is presented in Table 4.11 below.

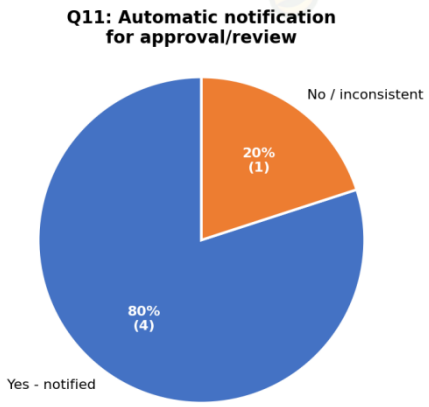


Figure 4.1: Q11 — Automatic notification for approval/review

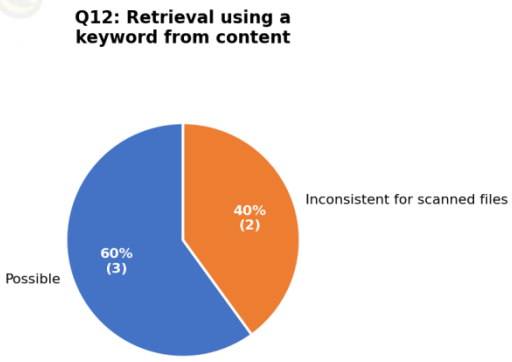


Figure 4.2: Q12 — Retrieval using a keyword from document content

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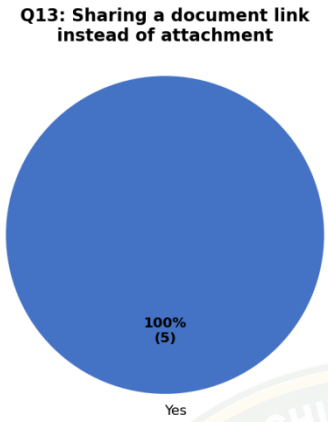


Figure 4.3: Q13 — Sharing a document link instead of an attachment

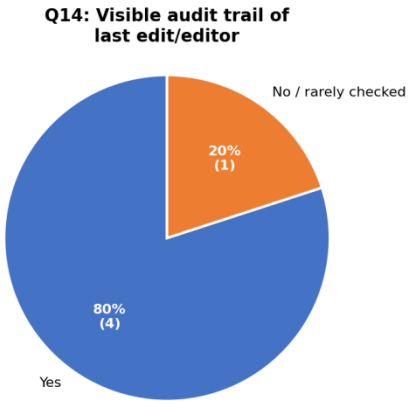


Figure 4.4: Q14 — Visible audit trail of last edit/editor

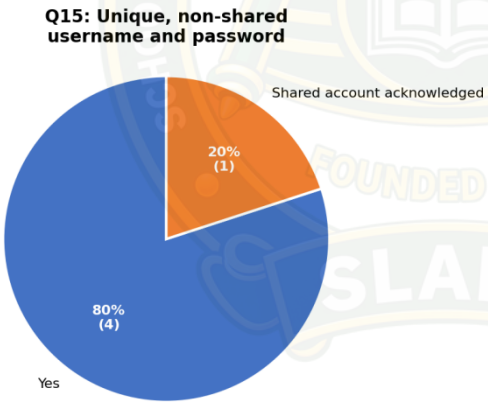


Figure 4.5: Q15 — Unique, non-shared username and password

The interview findings in Figures 4.1 to 4.5 show general confidence among ICT and Records Management staff that the ERMS supports core accountability features such as audit trails, unique user authentication, and workflow notifications. However, informants acknowledged two persistent gaps: inconsistent full-text/keyword retrieval for older scanned records, and the continued, though limited, use of shared login credentials am

a few operational staff, which weakens individual accountability. Ngulube (2021) cautions that the presence of an audit trail and access controls in an ERMS does not by itself guarantee

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accountability unless institutions also enforce strict compliance with individual user authentication protocols, a concern echoed by these findings.

4.6 Discussion of Findings

Overall, the findings demonstrate that the electronic record keeping system has brought measurable improvements in efficiency, most notably in the reduction of time spent on manual filing (76%) and in document sharing via links rather than email attachments (confirmed by all five key informants). These results are consistent with Newa and Mwantimwa (2019) and Ndenje-Sichalwe (2010), who both found that e-records adoption in Tanzanian public institutions enhances speed and accountability relative to paper-based systems.

Nonetheless, the study also reveals recurring operational challenges: slow system loading experienced by 40% of respondents, restrictive concurrent-access controls reported by 52% of respondents, and a continuing reliance on colleagues for record retrieval by the majority of users. These challenges mirror those documented by Kemoni and Ngulube (2017) and Mohamed and Kilonzo (2019), who attribute similar difficulties in East African institutions to inadequate ICT infrastructure, insufficient user training, and weak enforcement of records management policies rather than to fundamental design flaws in the systems themselves.

Taken together, the findings suggest that while the ERMS has substantially improved record-keeping efficiency and accountability compared with the manual system it replaced, its full potential is yet to be realized. Addressing infrastructural bottlenecks, strengthening user training, enforcing individual login credentials, and improving full-text search capability would further enhance the system's contribution to institutional efficiency and accountability, in line with recommendations advanced by Ngulube (2021) and Mnjama (2010) for records systems across the African region.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations of the study, which assessed the electronic records management system (ERMS) for improved accountability and efficiency, using Bagamoyo District Council as a case study. The chapter is organized into four main sections. Section 5.2 presents a summary of the study, section 5.3 gives the conclusion drawn from the findings, section 5.4 provides recommendations to various stakeholders, and section 5.5 suggests areas for further research.

5.2 Summary of the Study

The study was motivated by the growing need for public institutions in Tanzania to shift from manual, paper-based records keeping to electronic records management systems that can enhance accountability, transparency and operational efficiency. Bagamoyo District Council, like many other local government authorities, continues to grapple with challenges of records loss, delayed retrieval, poor storage, and inadequate accountability associated with manual records management. It is against this background that the study sought to assess the electronic records management system at Bagamoyo District Council with a view to establishing its contribution to improved accountability and efficiency.

The study was guided by specific objectives that included examining the current records management practices at Bagamoyo District Council, assessing the extent to which the electronic records management system has improved accountability and efficiency, identifying the challenges facing the implementation and use of the electronic records management system, and proposing measures for improving the system. A mixed-methods research approach was adopted, combining both qualitative and quantitative techniques to collect and analyses data

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from a sample of staff drawn from various departments of the Council, including the Records Management Unit, ICT department, and heads of departments. Data collection methods included questionnaires, interviews, documentary review and observation.

5.2.1 Summary of the Major Findings

The findings of the study can be summarized according to the specific objectives of the research as follows:

The study found that Bagamoyo District Council has adopted electronic records management practices to a moderate extent, with a number of departments still relying on hybrid systems that combine both manual and electronic records handling. While some units, particularly finance and human resources, have embraced electronic systems for day-to-day operations, records creation, classification and disposal in several other departments remain largely manual.

The study revealed that where the electronic records management system has been effectively utilized, it has contributed positively to accountability and efficiency at the Council. Specifically, the system has improved the speed of records retrieval, reduced instances of missing files, enhanced traceability of records handling, and strengthened the audit trail for decision-making processes.

Despite the reported benefits, the study identified several challenges hindering the effective implementation and use of the electronic records management system. These included inadequate ICT infrastructure, insufficient funding, limited technical skills among staff, unreliable internet connectivity, resistance to change among some employees, lack of a comprehensive electronic records management policy, and inadequate top management support.

The study further found that capacity building, in the form of training and continuous professional development for records personnel, was inadequate, which contributed to underutilization of the available electronic records management tools and resources.

5.3 Conclusion

Based on the findings, the study concludes that the electronic records management system has the potential to significantly improve accountability and efficiency at Bagamoyo District

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Council. Where the system has been properly implemented and utilized, it has demonstrated tangible benefits in terms of faster records retrieval, better record security, improved transparency, and stronger accountability mechanisms within the Council's operations.

However, the full potential of the electronic records management system at Bagamoyo District Council has not yet been realized due to a combination of infrastructural, financial, human resource and policy-related challenges. The continued reliance on hybrid records management practices, coupled with limited ICT infrastructure and inadequate staff capacity, has constrained the Council from fully transitioning to and benefiting from a comprehensive electronic records management system.

The study therefore concludes that deliberate and coordinated efforts by the Council's management, the central government, and other stakeholders are required to address the identified challenges. Such efforts should focus on strengthening ICT infrastructure, enhancing staff capacity, mobilizing adequate financial resources, and developing supportive policies and guidelines, so as to enable Bagamoyo District Council and similar local government authorities to fully harness the benefits of electronic records management for improved accountability and efficiency in service delivery.

5.4 Recommendations

Arising from the findings and conclusion of the study, the following recommendations are made to different stakeholders.

5.4.1 Recommendations to Bagamoyo District Council

The Council should invest in modern ICT infrastructure, including reliable servers, computers, storage devices and internet connectivity, to support the full implementation of the electronic records management system across all departments.

The Council should develop and adopt a comprehensive electronic records management policy that clearly outlines procedures for records creation, classification, storage, retrieval, security and disposal.

The Council should priorities regular training and capacity building programmed for records management staff and other employees to enhance their technical skills and confidence in using the electronic records management system.

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Top management should demonstrate strong commitment and support towards the electronic records management system by allocating adequate budgetary resources and championing change management initiatives to reduce staff resistance.

The Council should establish robust data backup and security measures, including firewalls, antivirus software and controlled access rights, to safeguard electronic records against loss, damage and unauthorized access.

5.4.2 Recommendations to Policy Makers and the Central Government

The Government, through the relevant ministries and the Records and Archives Management Department, should formulate and disseminate a national framework and guidelines to standardize the adoption of electronic records management systems across local government authorities.

The Government should allocate special funding and grants to support local government authorities, including Bagamoyo District Council, in acquiring and maintaining ICT infrastructure necessary for electronic records management.

Policy makers should integrate electronic records management training into professional development programmed for local government staff at all levels.

5.4.3 Area for further study

Since this study focused on Bagamoyo District Council, similar studies should be conducted in other local government authorities in Tanzania to allow for comparison and generalization of findings on electronic records management.

Further research should be conducted to examine the cost-benefit implications of transitioning from manual to fully electronic records management systems in local government authorities.

Future studies could also explore the role of specific emerging technologies, such as cloud-based records management systems and artificial intelligence, in enhancing accountability and efficiency in public sector records management.

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APPENDIX I

RESEARCH TIME SCHEDULE

The table below presents the schedule of activities that guided the conduct of the study, from topic identification to submission of the final report, covering the period November 2025 to May 2026. A tick (✓) marks the month(s) during which an activity was carried out.

Activity	**Nov 2025**	**Dec 2025**	**Jan 2026**	**Feb 2026**	**Mar 2026**	**Apr 2026**	**May 2026**
Topic identification and proposal writing	■						
Literature review		■					
Design of research instruments			■				

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Activity	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026
Field data collection				■			
Data analysis and processing					■		
Report writing and compilation						■	
Submission of final report							■

APPENDIX II

RESEARCH BUDGET

The budget below presents the estimated costs required to facilitate the smooth conduct of the study, from data collection to the submission of the final report. The items are grouped into categories for clarity. All figures are given in Tanzanian Shillings (TZS).

S/N	Item	Quantity/Unit	Unit Cost (TZS)	Total (TZS)
	A. Stationery and Printing			
1	Ream of papers, pens, folders	1 lot	60,000	60,000
2	Printing and photocopying of questionnaires	25 copies	1,200	30,000

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S/N	Item	Quantity/Unit	Unit Cost (TZS)	Total (TZS)
3	Binding and final report printing	3 copies	16,667	50,000
4	Transport to and from the study area	Lump sum	80,000	80,000
5	Airtime and internet bundles	Lump sum	40,000	40,000
6	Contingency (unforeseen expenses)	Lump sum	40,000	40,000
	Sub-total D			**40,000**
	GRAND TOTAL			**300,000**

APPENDIX III

RESEARCH QUESTIONNAIRE FOR STAFF ON ELECTRONIC RECORDS MANAGEMENT SYSTEM

I am Doris Lyakurwa, a student from the School of Library, Archives and Documentation Studies (SLADS), pursuing an Ordinary Diploma in Records and Archives Management. As part of my study programmed, I am conducting a research study on "An Assessment of Electronic Records Management System for Improved Efficiency and Accountability: A Case Study of Bagamoyo District Council." I kindly request you to respond honestly to the questions below. The information you provide will be treated with strict confidentiality and used solely for academic purposes.

SECTION A: DEMOGRAPHIC INFORMATION

1.What is your job title?

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2. What is your level of education?

(a) Certificate (b) Diploma (c) Degree

3. How long have you been employed in the institution?

(a) 0 – 5 years (b) 5 – 10 years (c) 10 – 15 years

SECTION B: EFFICIENCY AND ACCOUNTABILITY OF THE ELECTRONIC RECORDS MANAGEMENT SYSTEM

4. Can you find a specific record within the system in under two minutes?

(a) Yes

(b) No

5. Does the system allow you to upload and index a new document in fewer than five steps?

(a) Yes

(b) No

6. Have you noticed a reduction in the time spent on manual paper filing since using the ERMS?

(a) Yes

(b) No

7. Can you access the system from your workstation without encountering slow loading screens more than once a day?

(a) Yes

(b) No

8. Does the system's search feature allow you to filter by specific dates, authors, or document types?

(a) Yes

(b) No

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9. Can multiple team members open the same document at once without the system locking them out?

(a) Yes

(b) No

10. How many times per week do you have to ask a colleague for help finding a record stored in the ERMS?

(a) Never

(b) 1 – 2 times

(c) 3 – 4 times

(d) 5 or more times.

APPENDIX IV

INTERVIEW GUIDE FOR RECORDS MANAGEMENT AND ICT STAFF

This interview guide was administered to key informants comprising Records Management staff and ICT staff who possess technical and custodial responsibility over the Electronic Records Management System (ERMS) at Bagamoyo District Council. The interview sought to obtain in-depth information on the accountability features of the system.

1. Does the system automatically notify you when a document requires your approval or review?

2. Can you successfully retrieve a record using only a keyword from the document's content?

3. Does the system allow you to share a document link with a colleague instead of sending a large email attachment?

4. Does the system display a visible history or audit trail showing who last edited a document?

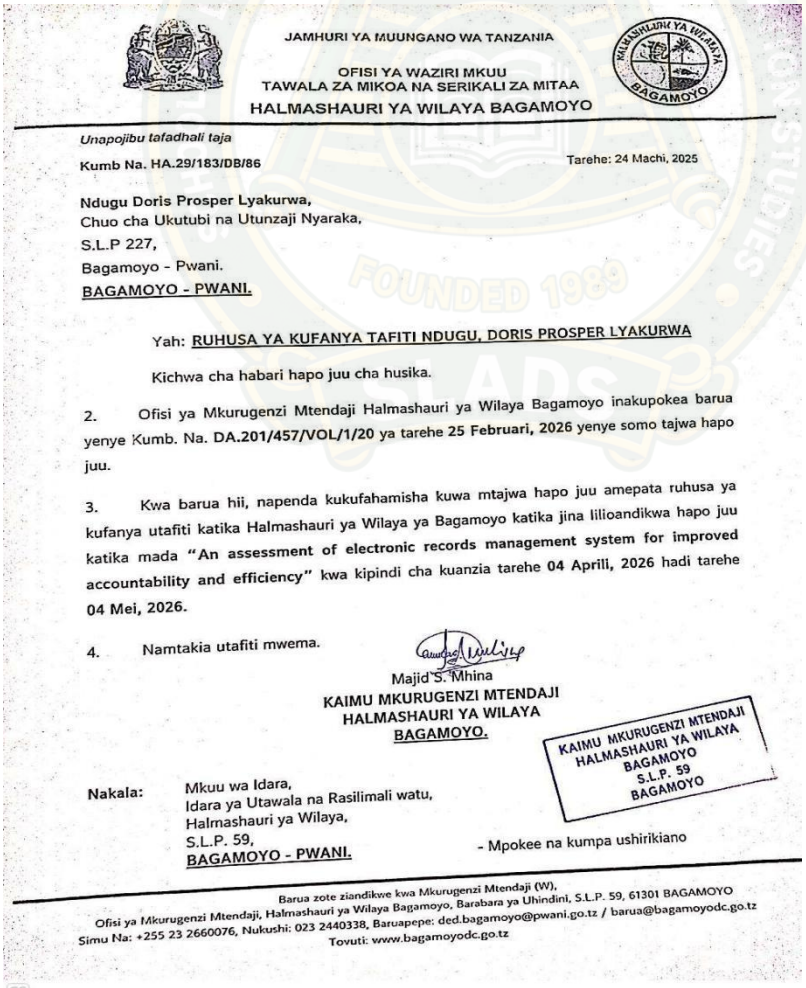
5. Does the system require a unique username and password that is not shared with other staff?

THANK YOU FOR YOUR COOPERATION

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APPENDIX V

DATA COLLECTION FOR APPROVED



JAMHURI YA MUUNGANO WA TANZANIA

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

Unapojibu tafadhali taja

Kumb Na. HA.29/183/DB/86

Tarehe: 24 Machi, 2025

Ndugu Doris Prosper Lyakurwa,
Chuo cha Ukutubi na Utunzaji Nyaraka,
S.L.P 227,
Bagamoyo - Pwani.
BAGAMOYO - PWANI.

Yah: RUHUSA YA KUFANYA TAFITI NDUGU, DORIS PROSPER LYAKURWA

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakupokea barua yenye Kumb. Na. **DA.201/457/VOL/1/20** ya tarehe **25 Februari, 2026** yenye somo tajwa hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa hapo juu amepata ruhusa ya kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika jina lilioandikwa hapo juu katika mada **"An assessment of electronic records management system for improved accountability and efficiency"** kwa kipindi cha kuanzia tarehe **04 Aprili, 2026** hadi tarehe **04 Mei, 2026.**

4. Namtakia utafiti mwema.

Majid S. Mhina
KAIMU MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO.

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

Nakala: Mkuu wa Idara,
Idara ya Utawala na Rasilimali watu,
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
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