SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES

(SLADS)

RESEARCH REPORT ON:

AN ASSESSMENT ON THE IMPLEMENTATION OF ELECTRONIC RECORD MANAGEMENT SYSTEMS (ERMS) IN PUBLIC ORGANIZATION IN TANZANIA: A CASE STUDY OF BAGAMOYO DISTRICT COURT

By:

SUZANA JOHNSON PETER

A Research Report Submitted to the School of Library, Archives and Documentation Studies in Partial Fulfilment of the Requirements for the Award of Ordinary Diploma in Records and archives management**.**

2026

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the School of Library, Archives and Documentation Studies, a research report titled *An Assessment on the Implementation of Electronic Record Management Systems (ERMS) in Public Organization in Tanzania: A Case study of Bagamoyo District Court*, in partial fulfilment of the requirements for the award of Ordinary Diploma in Records and archives management.

.....

Supervisor's Signature

MR. LYMO

Supervisor's Name

.....

Date

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

DECLARATION AND COPYRIGHT

I am Suzana Johnson Peter, I declare that this research report is my own original work and has not been submitted for any degree or diploma in any other university or institution. All sources of information used in this report have been duly acknowledged.

Signature: _____

Date: _____

SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES
FOUNDED 1989
SLADS

COPYRIGHT© SUZANA J. 2026

No part of this research report may be reproduced, stored in any retrieval system, or transmitted in any form or by any means without prior written permission of the author or the School of Library, Archives and Documentation Studies

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to Almighty God for His grace and guidance throughout this research journey. I am deeply grateful to my supervisor for the invaluable guidance, constructive criticism, and continuous encouragement that shaped this work from proposal to completion.

Special thanks go to the management and staff of Bagamoyo District Court for their cooperation, willingness to participate, and the generous access provided during data collection. Their openness and honesty made this research possible.

I also acknowledge the support of the School of Library, Archives and Documentation Studies (SLADS) for providing the academic foundation and resources necessary for this research. My appreciation extends to my family and friends for their patience, prayers, and unwavering support throughout my studies.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

DEDICATION

This research report is dedicated to my beloved parents for their sacrifices, love, and steadfast belief in the value of education. Your encouragement has been my greatest motivation.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

LIST OF ABBREVIATIONS

ERMS	Electronic Records Management Systems
ICT	Information and Communication Technology
IT	Information Technology
SLADS	School of Library, Archives and Documentation Studies
SPSS	Statistical Package for the Social Sciences
TLSB	Tanzania Library Services Board
URT	United Republic of Tanzania

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

ABSTRACT

This study assessed the implementation of Electronic Records Management Systems (ERMS) in public organizations in Tanzania, using Bagamoyo District Court as a case study. The specific objectives were to evaluate the role of implementing ERMS, analyze its perceived impact, identify challenges hindering effective implementation, and determine possible solutions.

The study employed a descriptive case study design with a mixed-methods approach. Data were collected from 30 respondents comprising 5 Magistrates, 10 Court Clerks/Registrars, 10 Records Management Officers/Clerks, and 5 Court Administrators using questionnaires, interviews, and observation checklists.

Findings revealed that ERMS plays multiple roles including enhancing efficiency (73.3%), ensuring accountability (60%), and supporting decision-making (56.7%). The perceived impact included improved record retrieval speed (70%), enhanced accuracy and completeness of records (63.3%), and positive effects on case management (66.7%). However, challenges including unreliable electricity/internet (70%), system slowness/crashes (60%), inadequate computers (53.3%), and lack of sufficient training (43.3%) were identified. The study concludes that while ERMS implementation has contributed to improved court operations, its effectiveness is constrained by infrastructural, technical, and human resource challenges. Recommendations include infrastructure enhancement, continuous training, policy strengthening, and user support mechanisms.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

TABLE OF CONTENTS

CERTIFICATION i
DECLARATION AND COPYRIGHT ii
COPYRIGHT ii
ACKNOWLEDGEMENT iii
DEDICATION iv
LIST OF ABBREVIATIONS v
ABSTRACT vi
LIST OF TABLES x
LIST OF FIGURES xi
CHAPTER ONE 1
INTRODUCTION 1
1.0 Introduction 1
1.1 Background to the Study 1
1.2 Statement of the Problem 3
1.3 Objectives of the Study 4
1.4 Significance of the Study 5
1.5 Limitations of the Study 6
1.6 Scope of the Study 7
1.7 Definition of Key Terms 7
CHAPTER TWO 9
LITERATURE REVIEW 9
2.0 Introduction 9
2.1 The Role of Implementing Electronic Record Management Systems in Public Organizations 9
2.2 The Perceived Impact of Electronic Record Management Systems in Public Organizations 10

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

2.3 Challenges Hindering Effective Implementation of Electronic Record Management Systems in Public Organizations 11
2.4 Possible Solutions for Effective Implementation of Electronic Record Management Systems in Public Organizations 12
2.5 Research Gap 13
CHAPTER THREE 14
RESEARCH METHODOLOGY 14
3.0 Introduction 14
3.1 Research Design 14
3.2 Research Type 14
3.3 Area of the Study 14
3.4 Population of the Study 15
3.5 Sample Size 15
3.6 Sampling Techniques 15
3.7 Data Collection Methods 16
3.7.1 Primary Data 16
3.7.1.1 Questionnaire Method. 16
3.7.1.1.1 The advantages of questionnaires 16
3.7.1.1.2. Interview Method 17
3.7.2 Secondary Data. 17
3.8 Data Processing and Analysis 17
3.9 Research Ethics 18
CHAPTER FOUR 19
DATA ANALYSIS, DISCUSSION AND PRESENTATION OF FINDINGS 19
4.0 Introduction 19
4.1 Demographic Characteristics of Respondents 19
4.2 The Role of Implementing Electronic Record Management Systems 22
4.3 The Perceived Impact of Electronic Record Management Systems 25

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

4.4 Challenges Hindering Effective Implementation of Electronic Record Management Systems 28
4.5 Proposed Solutions for Effective Implementation of Electronic Record Management Systems 31
CHAPTER FIVE 34
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS 34
5.0 Introduction 34
5.1 Summary of Findings 34
6.0 Conclusions 36
6.1 Recommendations 37
7.0 Areas for Further Research 40
REFERENCES 41
BIBLIOGRAPHY 43
APPENDICES 44
APPENDIX I: TIME SCHEDULE SHOWING ACTIVITIES DURING RESEARCH WORK 44
APPENDIX II: BUDGET 45
APPENDIX III: QUESTIONNAIRE FOR COURT STAFF 46
APPENDIX IV: INTERVIEW GUIDE FOR COURT ADMINISTRATORS AND RECORDS MANAGERS 50

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

LIST OF TABLES

Table 4. 1: Distribution of Respondents by Department/Position.....21

Table 4. 2: Distribution of Respondents by Work Experience.....21

Table 4. 3: Awareness of ERMS.....22

Table 4. 4: Frequency of ERMS Usage.....23

Table 4. 5: Current Records Management System in Use.....23

Table 4. 6: Role of ERMS in Daily Tasks.....24

Table 4. 7: Impact of ERMS on Speed of Accessing Records.....26

Table 4. 8: Impact of ERMS on Accuracy and Completeness of Records.....26

Table 4. 9: Overall Rating of ERMS Impact on Case Management.....27

Table 4. 10: Challenges Faced When Using ERMS.....29

Table 4. 11: Suggested Improvements for ERMS Implementation.....31

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

LIST OF FIGURES

Figure 4. 1: Distribution of Respondents by Gender 19

Figure 4. 2: Distribution of Respondents by Age Group 20

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides the background of the study on the assessment of the implementation of Electronic Record Management Systems (ERMS) in public organizations in Tanzania. It covers the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, definition of key terms as well as the limitations of the study.

1.1 Background to the Study

In the contemporary digital era, effective records management is a cornerstone for efficient service delivery, accountability, and decision-making in public organizations. Electronic Records Management Systems (ERMS) are designed to manage the creation, storage, retrieval, and disposition of records in a digital format throughout their lifecycle. The implementation of ERMS in public court institutions is critical for enhancing service delivery, streamlining administrative processes, and ensuring compliance with legal and regulatory requirements.

Globally, the transition from paper-based to electronic systems is a pivotal step in improving performance and transparency. Countries like Estonia have achieved remarkable success with integrated digital records, enabling seamless data exchange across government agencies (Katuu, 2022). The United Kingdom's court system has pursued large-scale ERMS deployments to unify case management pathways. Recent studies emphasize that successful implementation requires a holistic approach beyond technology, encompassing change management, policy alignment, and capacity

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

building, as seen in the comprehensive digital governance frameworks of Singapore and South Korea (Ngoepe, 2023).

Across Africa, the adoption of ERMS in public courts is recognized as vital for strengthening often overburdened systems, though progress is uneven. Initiatives are frequently part of broader digital court administration strategies aimed at improving data-driven decision-making. For example, Rwanda's integrated court information system has improved case tracking and resource allocation (Mnjama & Mwalimu, 2023). Similarly, Ghana has implemented the Ghana Court Service Enterprise Master Patient Index to manage case identities across facilities. However, the continent-wide experience is often characterized by pilot projects and hybrid systems, with common challenges including infrastructural gaps, funding dependencies on donors, and workforce capacity constraints (Katuu, 2022).

In Tanzania, the government has embarked on digital transformation under frameworks like the National e-Government Strategy and the Tanzania Digital Records Strategy 2023-2028. Public courts generate voluminous records daily, and their efficient management is paramount for judicial decisions and continuity of justice. However, many court facilities, including Bagamoyo District Court, grapple with hybrid or manual systems, leading to challenges like missing case files, delayed hearings, and compromised judicial efficiency. While strategic frameworks exist, full ERMS implementation faces hurdles such as technological deficits, inadequate skilled personnel, and financial constraints. As noted by Mbwette and Mwinyi (2024) in Tanzanian public sector contexts, improved retrieval speed and data security potential are often offset by user resistance and inertia.

The Bagamoyo District Court, as a primary court of first instance handling a wide array of civil and criminal cases, represents a critical setting for investigating records management practices and their judicial implications. Therefore, assessing the

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

implementation of ERMS at Bagamoyo District Court provides a critical case study to understand the specific dynamics, benefits, and obstacles within Tanzania's judicial system, contributing to the national dialogue on effective digital records management.

1.2 Statement of the Problem

Public organizations in Tanzania, including court facilities, are mandated to manage records efficiently to support service delivery, accountability, and evidence-based decision-making. The government's push for digitalization highlights the importance of Electronic Records Management Systems (ERMS) in achieving these goals. However, the implementation of ERMS in many public organizations has been inconsistent, partial, or fraught with difficulties, leading to a gap between policy intent and actual practice.

At Bagamoyo District Court, there are indications of operational inefficiencies potentially linked to records management practices. These may include delays in retrieving case files, duplication of records, loss of files, and challenges in compiling accurate reports for management and planning. Such issues can directly affect the quality of judicial service delivery, case processing efficiency, and administrative effectiveness. While the existence of an ERMS or digital initiatives might be acknowledged, the extent of its effective implementation, its perceived impact on court operations, and the specific challenges hindering its optimal use remain unclear.

There is limited empirical research focusing specifically on the implementation of ERMS in Tanzanian district court settings post-2022. Most existing studies have a broader public sector focus. Therefore, this study seeks to investigate this gap by assessing the implementation of ERMS at Bagamoyo District Court. The problem is that without a clear understanding of the current state of ERMS implementation, its role, impact, and the challenges faced, the court and policy makers cannot devise targeted

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

strategies to harness the full potential of digital records management for improved judicial service delivery.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study is to assess the implementation of Electronic Record Management Systems (ERMS) in public organizations in Tanzania, using Bagamoyo District Court as a case study.

1.3.2 Specific Objectives

i. To evaluate the role of implementing electronic record management systems in Bagamoyo District Court.
ii. To analyze the perceived impact of electronic record management systems in Bagamoyo District Court.
iii. To identify the challenges hindering effective implementation of electronic record management systems in Bagamoyo District Court.
iv. To determine the possible solutions towards the challenges hindering effective implementation of electronic record management systems in Bagamoyo District Court.

1.3.3 Research Questions

i. What is the role of implementing electronic record management systems in Bagamoyo District Court?
ii. What is the perceived impact of electronic record management systems in Bagamoyo District Court?
iii. What are the challenges hindering the effective implementation of electronic record management systems in Bagamoyo District Court?

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

iv. What are the possible solutions to the challenges hindering the effective implementation of electronic record management systems in Bagamoyo District Court?

1.4 Significance of the Study

To Bagamoyo District Court Management: The findings will provide the court administration with evidence-based insights into the status of ERMS implementation. This will inform strategic planning, resource allocation, and interventions aimed at strengthening records management for better service delivery.

Policymakers in the Judiciary and Public Service Sectors: The study will highlight the practical challenges and successes of ERMS implementation at the district level. This can guide the review and formulation of more effective national and sector-specific policies, strategies, and support frameworks for digital records management in public institutions.

Records and Information Management Professionals: The assessment will underscore the practical realities of deploying ERMS in resource-constrained public settings. It will contribute to professional discourse on best practices, training needs, and change management strategies relevant to Tanzania and similar contexts.

The Academic Community: This research will add to the growing body of literature on e-records management in the Global South, specifically within Tanzanian public institutions. It will serve as a reference for future researchers and students in Library, Records, and Information Studies.

The Community and Court Users: Ultimately, the study aims to contribute to improved records management that will enhance access to justice, reduce case processing delays, and improve the overall quality of judicial services for the community.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

1.5 Limitations of the Study

In conducting this study, the researcher expected to face the following limitations:

Limited Time Frame: The duration for data collection and analysis was constrained by academic schedules. Mitigation Strategy: A strict, phased time management plan with predefined milestones was developed and adhered to. Data collection tools were pre-tested and streamlined for efficiency to maximize the use of available time.

Potential Reluctance of Respondents: Some court staff were hesitant to share information due to workload or sensitivity regarding system performance. Mitigation Strategy: Assurance of anonymity and confidentiality was emphasized to encourage participation. The academic and non-evaluative purpose of the study was clearly communicated, and interview schedules were designed to respect time constraints.

Financial Constraints: Costs associated with transport, printing of questionnaires, and data analysis posed challenges. Mitigation Strategy: Cost-effective methods were employed, including focused local fieldwork, and careful budgeting as outlined in Appendix II.

Access to Technical Documentation: Detailed technical specifications or audit reports of the ERMS were classified or difficult to access. Mitigation Strategy: The study relied on available policy documents and staff perceptions to gather relevant information.

Limited Generalizability: As a case study focused on one court, findings may not be directly generalizable to all district courts in Tanzania. Mitigation Strategy: Detailed description of the context and methodology is provided to enable readers to assess the applicability of findings to similar settings.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

1.6 Scope of the Study

This study focused on assessing the implementation of Electronic Record Management Systems (ERMS) at Bagamoyo District Court. The scope encompassed the examination of the existing ERMS infrastructure, its perceived role and impact on court operations, the challenges faced in its implementation and use, and the potential solutions. The study involved court staff who create, manage, or use electronic records, including Magistrates, Court Clerks/Registrars, Records Management Officers/Clerks, and Court Administrators. The geographical and institutional scope was limited to Bagamoyo District Court in the Coastal Region of Tanzania.

1.7 Definition of Key Terms

Electronic Records Management System (ERMS): A specialized software system designed to manage the lifecycle of electronic records, including their creation, classification, storage, preservation, retrieval, and disposal in a secure and accountable manner (Ngulube, 2023).

Implementation: The process of putting a plan, system, or technology into effect within an organization. In this context, it refers to the deployment, adoption, and integration of an ERMS at Bagamoyo District Court.

Public Organization: An institution established, funded, and operated by the government to provide services to the public, such as courts, hospitals, and ministries (URT, 2023).

Records Management: The systematic control of records throughout their lifecycle, from creation or receipt through processing, distribution, organization, storage, and retrieval to their final disposition (Ngoepe, 2023).

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Digital Transformation: The integration of digital technology into all areas of an organization, fundamentally changing how it operates and delivers value to its clients or citizens (Katuu, 2022).

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews existing scholarly works and publications related to the implementation of Electronic Records Management Systems (ERMS) in public organizations, with a focus on the court service sector. The review is structured according to the specific objectives of the study, covering the role, impact, challenges, and solutions associated with ERMS implementation. The emphasis is on literature from 2022 onwards to ensure contemporary relevance.

2.1 The Role of Implementing Electronic Record Management Systems in Public Organizations

The implementation of ERMS plays a transformative role in modernizing public court institutions. According to Ngoepe (2023), ERMS serves as the foundational information infrastructure that supports core court functions beyond mere record-keeping. Its primary roles include enhancing operational efficiency, supporting decision-making, and ensuring legal and regulatory compliance. In public courts, where case volumes are high, ERMS can streamline case registration, track case histories, and manage court schedules, reducing administrative bottlenecks.

Mnjama and Mwalimu (2023) argue that a well-implemented ERMS acts as a strategic asset for governance and accountability. It creates a reliable audit trail for all court user interactions and administrative decisions, which is crucial for quality assurance, handling complaints, and meeting reporting requirements to higher authorities like the Ministry of Justice. Kemoni and Ngulube (2022) emphasize the role of ERMS in facilitating continuity of judicial processes. When court personnel have instant, secure

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

access to a complete electronic record, it improves case analysis accuracy, reduces judicial errors, and prevents duplicate cases.

In the Tanzanian context, the Digital Records Strategy 2023-2028 positions ERMS as an enabler for achieving universal access to justice (URT, 2023). The role extends to judicial oversight, where aggregated, anonymized data from court ERMS can be used for monitoring case trends and judicial resource planning. Therefore, the implementation of ERMS is not an IT project in isolation but a critical organizational change initiative aimed at improving overall judicial service delivery.

2.2 The Perceived Impact of Electronic Record Management Systems in Public Organizations

The impact of ERMS implementation Bagamoyo District Court is multifaceted, influencing both operational metrics and qualitative aspects of service delivery. Research by Katuu (2022) indicates that successful ERMS adoption in public sector organizations typically leads to perceived impacts such as improved information retrieval speed, reduced physical storage costs, and enhanced data security compared to paper-based systems. For staff, immediate access to client's records at the point of care can significantly reduce consultation time and allow more time for Court Administrators interaction.

Bagamoyo District Court settings by Akoh and Asogwa (2024) found that the perceived impact of ERMS heavily depends on the level of system integration and user acceptance. Where integrated, impacts included reduced clients waiting times; fewer lost files, and improved accuracy in billing and inventory management. However, the study also noted that perceived impact can be negative in the short term if implementation is poorly managed, leading to disruptions, dual workload (maintaining paper and electronic systems), and user frustration.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

From a management perspective, Mbwette and Mwinyi (2024) highlight that ERMS provides decision-makers with timely and accurate data for performance monitoring, resource allocation, and strategic planning. The ability to generate reports on disease patterns, drug usage, and staff productivity is a direct positive impact on administrative efficiency. Nonetheless, the perceived impact is often contingent on the system's reliability, ease of use, and the availability of technical support. Therefore, analyzing the perceived impact at Bagamoyo District Court will involve gauging staff sentiments on these various dimensions efficiency, quality of care, and decision-support.

2.3 Challenges Hindering Effective Implementation of Electronic Record Management Systems in Public Organizations

Despite the potential benefits, the path to effective ERMS implementation in public organizations, especially in resource-limited settings, is fraught with challenges. A recurrent theme in recent literature is the mismatch between technological solutions and organizational readiness. Ngulube (2023) identifies key challenges including: Inadequate Infrastructure: Unreliable power supply, poor internet connectivity, and lack of adequate hardware (computers, servers, backup systems). (2) Financial Constraints: High initial costs for software procurement, customization, and ongoing maintenance, which are often not prioritized in tight public budgets.

Human resource-related challenges are equally critical. Ngoepe (2023) points to a shortage of skilled personnel both in terms of IT specialists to maintain the system and records management professionals to oversee its functional alignment. Furthermore, user resistance is a significant barrier. Staff accustomed to manual processes may resist change due to fear of job redundancy, lack of confidence in using technology, or apprehension about increased transparency (Kemoni & Ngulube, 2022). This resistance can undermine training efforts and lead to poor system utilization.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

In the specific context of Tanzanian public health, Mushi and Lujala (2023) add policy and regulatory gaps to the list. While national strategies exist, clear standards, interoperability frameworks, and data protection guidelines specifically for health ERMS are sometimes lacking or not fully enforced. This can lead to the procurement of incompatible systems and concerns over patient data privacy. Finally, top management commitment is often cited as a make-or-break factor. Without sustained leadership support and championship, ERMS projects can lose momentum and fail to achieve their objectives (Mbwette & Mwinyi, 2024).

2.4 Possible Solutions for Effective Implementation of Electronic Record Management Systems in Public Organizations

To overcome the aforementioned challenges, scholars and practitioners propose several strategic solutions. A foundational solution is the need for a phased and participatory implementation approach. Katuu (2022) advocates for starting with pilot departments, securing quick wins to build confidence, and actively involving end-users from the planning stage to foster ownership and reduce resistance.

Investment in human capital is paramount. This includes not only initial training but also continuous professional development programs to build a cohort of in-house experts (Ngoepe, 2023). Partnerships with academic institutions for tailored curriculum development and internship programs can also bolster long-term capacity (Mnjama & Mwalimu, 2023).

Developing robust infrastructure and seeking sustainable funding models are essential technical and financial solutions. This may involve exploring public-private partnerships, leveraging government ICT initiatives, and implementing scalable cloud-based solutions where feasible to reduce upfront capital expenditure (Ngulube, 2023).

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

At the policy level, Mushi and Lujala (2023) recommend the strengthening of the legal and regulatory framework. This includes enacting or updating data protection laws, establishing national standards for ERMS in healthcare, and creating clear guidelines for system interoperability to ensure different systems can communicate, both within the court and with other. Court Administrators

Finally, fostering a strong organizational culture of information governance led by top management is crucial. Leadership must consistently communicate the vision, allocate necessary resources, and integrate ERMS performance metrics into overall hospital management goals (Mbwette & Mwinyi, 2024).

2.5 Research Gap

Existing literature provides a solid understanding of ERMS benefits and challenges in the broader public sector and in other settings. However, there is a discernible gap in focused, contemporary (post-2022) empirical studies assessing the implementation of ERMS at the district court level in Tanzania. District courts face unique constraints and serve as critical nodes in the judicial system, making their digital transformation particularly important. Studies like those by Mbwette and Mwinyi (2024) touch on local government, and URT (2023) outlines strategies, but a micro-level assessment of implementation reality encompassing role, perceived impact, specific challenges, and context-specific solutions is lacking for this tier. This study aims to fill this gap by conducting an in-depth assessment at Bagamoyo District Court, thereby providing insights that can inform similar institutions across the country.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section outlines the methodological approach that was used to conduct the study. It describes the research design, type, area, population, sample size and techniques, data collection methods, processing, analysis, and ethical considerations.

3.1 Research Design

The study employed a descriptive case study design. According to Yin (2024), a case study design allows for an in-depth, multifaceted investigation of a complex issue within its real-life context. This design was suitable as it enabled a detailed exploration and assessment of the implementation of ERMS specifically at Bagamoyo District Court, providing rich, contextual insights aligned with the research objectives.

3.2 Research Type

This research adopted a mixed-methods approach (Convergent Parallel Design). This involved concurrently collecting both quantitative and qualitative data, analyzing them separately, and then merging the results to draw comprehensive conclusions (Creswell & Plano Clark, 2023). Quantitative data quantified the extent of implementation and user perceptions, while qualitative data provided depth and explanation for the trends observed.

3.3 Area of the Study

The study was conducted at Bagamoyo District Court, located in Bagamoyo District, Coastal Region, Tanzania. As a primary court of first instance handling a wide array of

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

civil and criminal cases, it represents a typical and critical setting for investigating records management practices and their judicial implications.

3.4 Population of the Study

The target population for this study comprised all staff members at Bagamoyo District Court whose professional duties involve the creation, management, or use of records for official decision-making. This specifically included four key categories of personnel: Magistrates, Court Clerks or Registrars, Records Management Officers or Clerks, and Court Administrators. Based on available institutional data, the estimated total size of this target population was 100.

3.5 Sample Size

From this target population, a purposive sample of 30 respondents will be selected to ensure representation from all identified professional groups. The sample will be structured according to the following breakdown: five Magistrates, ten Court Clerks or Registrars, ten Records Management Officers or Clerks, and five Court Administrators. This stratification aims to adequately capture insights and experiences from each critical role involved in court record-keeping processes.

3.6 Sampling Techniques

A combination of sampling techniques was used:

Purposive Sampling Technique: This non-probability technique was used to select all 5 Magistrates and 5 Court Administrators. These individuals were chosen deliberately due to their central role in making key judicial and administrative decisions and their strategic oversight of court operations.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Simple Random Sampling Technique: This probability technique was used to select 10 Court Clerks and 10 Records Officers from their respective staff lists. This ensured each member had an equal chance of selection, enhancing the representativeness of the findings from operational staff.

3.7 Data Collection Methods

Data collection is the process of gathering and measuring record on targeted variables in an established system, which then enables one to answer relevant questions and evaluate outcomes (Shenton, 2014). In this study data will be collected through Interviews and Questionnaires.

3.7.1 Primary Data

According to Kothari (2002) 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 and these are primary data will be collected using two main instruments:

3.7.1.1 Questionnaire Method.

Structured questionnaires with closed-ended (Likert-scale) and a few open-ended questions will be administered to Court Clerks and Records Officers (20 respondents). This will efficiently gather data on their daily practices, perceived challenges, and the accessibility of records for casework.

3.7.1.1.1 The advantages of questionnaires

i. respondents have a right to answers freely and open without any fear since the researcher is not around

ii. it helps to meet unapproachable persons

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

iii. Respondents will have enough time to fill the questions and collect to the researcher for low costs

iv it is flexible and convenient

3.7.1.1.2. Interview Method

Semi-structured interview guides will be used to conduct in-depth interviews with Magistrates and Court Administrators (10 respondents). This method will allow for probing and gaining detailed insights into how records evidence informs their rulings and management decisions, and their perspectives on systemic challenges and solutions.

3.7. 2.1 Advantages of Interview

i. Both access and speed are higher than questionnaire
ii. High response rate as compared to the questionnaire
iii. Flexibility than other methods

iv it helps the research to save time during data correcting

3.7.2 Secondary Data.

Secondary data will be obtained from court annual reports, case backlog statistics, records management policy manuals and other relevant publications to provide context and support primary findings.

3.8 Data Processing and Analysis

Quantitative data from questionnaires were cleaned, coded, and entered into Microsoft Excel and the Statistical Package for the Social Sciences (SPSS) version 28. Analysis involved descriptive statistics (frequencies, percentages) presented in tables, graphs, and charts.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Qualitative data from interviews, observations, and open-ended questions were transcribed and analyzed using thematic analysis. This involved reading through the data, identifying recurring patterns and themes, coding them, and interpreting them in relation to the research objectives.

3.9 Research Ethics

The researcher sought formal approval from the Bagamoyo District Court Registry and relevant academic ethics committees at the School of Library Archives and Documentation Studies. Prior to data collection, all participants were asked for their informed consent, having been clearly explained the purpose of the study, its voluntary nature, and their right to withdraw at any time. Confidentiality and anonymity were strictly maintained; no names or identifying information appeared on questionnaires or in the final report. Data were stored securely on password-protected devices and used solely for the stated academic purposes.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND PRESENTATION OF FINDINGS

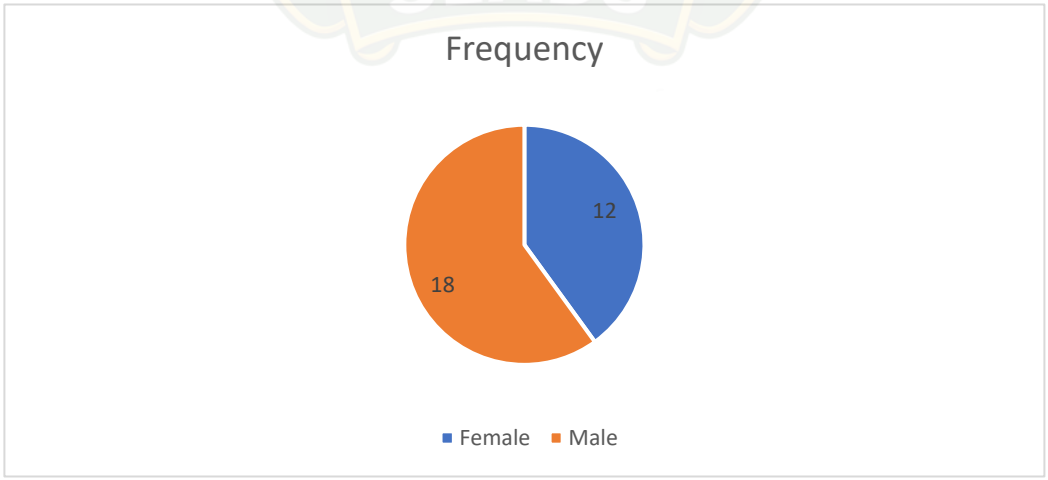
4.0 Introduction

This chapter presents the analysis, discussion, and presentation of findings obtained from the field. Data were collected from 30 respondents using questionnaires, interviews, observation checklists, and document analysis. The presentation follows the sequence of the specific objectives: the role of implementing ERMS; the perceived impact of ERMS; challenges hindering effective implementation; and proposed solutions for enhancement.

4.1 Demographic Characteristics of Respondents

The demographic characteristics of the 30 respondents are presented in figures and tables below. These characteristics provide context for understanding the composition of the sample and the basis for subsequent analyses.

Figure 4. 1: Distribution of Respondents by Gender

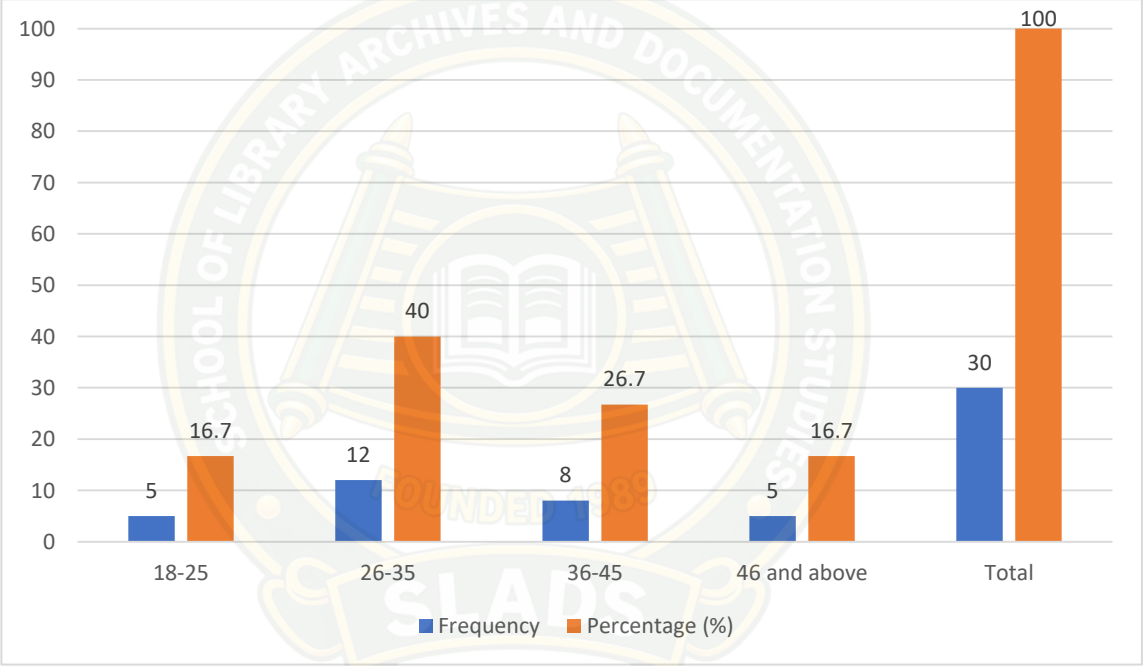


Source: Field data (2026)

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Figure 4.1 shows that male respondents constituted 60.0 percent (18 respondents) while female respondents constituted 40.0 percent (12 respondents). This gender distribution reflects a higher representation of males among court staff at Bagamoyo District Court, which is consistent with the broader staffing patterns in the Tanzanian judiciary where men are often overrepresented in court positions.

Figure 4. 2: Distribution of Respondents by Age Group



Source: Field data (2026)

Figure 4.2 indicates that the majority of respondents were in the 26-35 age group (40.0 percent) and 36-45 age group (26.7 percent), suggesting a relatively young to middle-aged workforce. Only 16.7 percent were aged 46 years or above, and another 16.7 percent were aged 18-25. This age distribution has implications for ERMS adoption, as younger staff may be more receptive to digital technologies and computer-based systems.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Table 4. 1: Distribution of Respondents by Department/Position

Department/Position	Frequency	Percentage (%)
Magistrate	5	16.7
Court Clerk/Registrar	10	33.3
Records Management Officer/Clerk	10	33.3
Court Administrator	5	16.7
Total	**30**	**100**

Source: Field data (2026)

Table 4.1 shows that Court Clerks/Registrars and Records Management Officers/Clerks each formed the largest groups (33.3 percent each), followed by Magistrates (16.7 percent) and Court Administrators (16.7 percent). This distribution ensured representation from all critical professional roles involved in court record-keeping processes, with operational staff forming the majority.

Table 4. 2: Distribution of Respondents by Work Experience

Work Experience	Frequency	Percentage (%)
Less than 1 year	5	16.7
1-5 years	10	33.3
6-10 years	8	26.7
More than 10 years	7	23.3
Total	**30**	**100**

Source: Field data (2026)

Table 4.2 indicates that the majority of respondents had worked at the court for 1-5 years (33.3 percent) or 6-10 years (26.7 percent). Only 16.7 percent had less than 1 year of

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

experience, while 23.3 percent had more than 10 years of experience. This suggests that most respondents had sufficient familiarity with court operations and records management practices to provide meaningful insights.

4.2 The Role of Implementing Electronic Record Management Systems

The first specific objective sought to evaluate the role of implementing Electronic Record Management Systems in Bagamoyo District Court. Tables 4.3, 4.4, 4.5, and 4.6 present findings on awareness, usage, and perceived roles of ERMS.

Table 4. 3: Awareness of ERMS

Response	**Frequency**	**Percentage (%)**
Yes	27	90.0
No	3	10.0
Total	**30**	**100**

Source: Field data (2026)

Table 4.3 shows that the majority of respondents (90.0 percent) were aware of the Electronic Records Management System or any digital system for managing records at the court. Only 10.0 percent were not aware of any such system. This high level of awareness indicates that ERMS has been introduced and communicated to most staff members at Bagamoyo District Court.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Table 4. 4: Frequency of ERMS Usage

Response	Frequency	Percentage (%)
Always	6	20.0
Often	9	30.0
Sometimes	7	23.3
Rarely	4	13.3
Never	4	13.3
Total	**30**	**100**

Source: Field data (2026)

Table 4.4 indicates that 50.0 percent of respondents used the ERMS always (20.0 percent) or often (30.0 percent), while 23.3 percent used it sometimes. However, 13.3 percent used it rarely and another 13.3 percent never used it. This finding suggests that while a majority of staff utilize the system, a significant minority either rarely or never use it, pointing to potential issues with system accessibility, training, or relevance to certain roles.

Table 4. 5: Current Records Management System in Use

Response	Frequency	Percentage (%)
Paper-based only	5	16.7
Mostly paper-based, some digital	11	36.7
Mostly digital, some paper	9	30.0
Digital only	3	10.0
Other (specify)	2	6.7
Total	**30**	**100**

Source: Field data (2026)

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Table 4.5 reveals that the court operates primarily with hybrid systems. The majority of respondents (36.7 percent) indicated that the system was mostly paper-based with some digital components, while 30.0 percent reported it was mostly digital with some paper-based elements. Only 10.0 percent reported a fully digital system, and 16.7 percent reported paper-based only. This finding indicates that Bagamoyo District Court has not fully transitioned to digital records management, operating in a transitional hybrid phase.

Table 4. 6: Role of ERMS in Daily Tasks

Response	**Frequency**	**Percentage (%)**
Enhancing efficiency in case management	9	30.0
Ensuring accountability and transparency	6	20.0
Supporting judicial decision-making	5	16.7
Facilitating continuity of judicial processes	4	13.3
Creating audit trails	3	10.0
Supporting reporting to higher authorities	2	6.7
Monitoring case trends and resource planning	1	3.3
Total	**30**	**100.0**

Source: Field data (2026)

Table 4.6 presents the roles of ERMS in daily tasks among the respondents. The findings indicate that enhancing efficiency in case management was the most frequently identified role, accounting for 30.0 percent of the responses. This was followed by ensuring accountability and transparency (20.0 percent) and supporting judicial decision-making (16.7 percent). Other identified roles included facilitating continuity of judicial processes (13.3 percent), creating audit trails (10.0 percent), supporting reporting to higher authorities (6.7 percent), and monitoring case trends and resource planning (3.3 percent). Overall, the results show that respondents perceived ERMS

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

primarily as a tool for improving efficiency, accountability, and decision-making within judicial processes.

During interviews, a Court Administrator elaborated on the role of ERMS:

The system has changed how we work. Before, we had to physically search for files, which could take hours or even days. Now, with the electronic system, we can retrieve case files in minutes. This has greatly enhanced efficiency in case management. It has also improved accountability because every action is logged and can be traced.

A Magistrate added:

The ERMS supports my decision-making by providing quick access to case histories, previous rulings, and relevant documents. I can make more informed decisions because I have all the information I need at my fingertips. It also helps ensure continuity, especially when cases are transferred between magistrates.

Observation during court sessions confirmed that staff used computers to access case records, though some files were still paper-based. The researcher observed that the court had 8 computers available for records management, but only 6 were functional during the observation period.

4.3 The Perceived Impact of Electronic Record Management Systems

The second specific objective analyzed the perceived impact of Electronic Record Management Systems in Bagamoyo District Court. Tables 4.7, 4.8, and 4.9 present findings on the impact of ERMS on various aspects of court operations.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Table 4. 7: Impact of ERMS on Speed of Accessing Records

Response	Frequency	Percentage (%)
Greatly improved	12	40.0
Somewhat improved	9	30.0
No change	5	16.7
Slowed it down	4	13.3
Total	**30**	**100**

Source: Field data (2026)

Table 4.7 shows that 70.0 percent of respondents reported that the ERMS had improved the speed of accessing court records (40.0 percent greatly improved, 30.0 percent somewhat improved). However, 16.7 percent reported no change, and 13.3 percent reported that it had slowed down record access. This finding indicates that while the majority perceive positive impacts on retrieval speed, a significant minority have not experienced improvements or have experienced deterioration, possibly due to system reliability issues.

Table 4. 8: Impact of ERMS on Accuracy and Completeness of Records

Response	Frequency	Percentage (%)
Greatly improved	10	33.3
Somewhat improved	9	30.0
No change	6	20.0
Made it worse	5	16.7
Total	**30**	**100**

Source: Field data (2026)

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Table 4.8 reveals that 63.3 percent of respondents reported that the ERMS had improved the accuracy and completeness of records (33.3 percent greatly improved, 30.0 percent somewhat improved). However, 20.0 percent reported no change, and 16.7 percent reported that it had made records worse. This suggests that while the system has generally improved data quality, challenges such as data entry errors, system glitches, or incomplete digitization may undermine its effectiveness for some users.

Table 4. 9: Overall Rating of ERMS Impact on Case Management

Response	**Frequency**	**Percentage (%)**
Very Positive	10	33.3
Positive	10	33.3
Neutral	5	16.7
Negative	3	10.0
Very Negative	2	6.7
Total	**30**	**100**

Source: Field data (2026)

Table 4.9 indicates that 66.7 percent of respondents rated the overall impact of the ERMS on the quality of case management as positive (33.3 percent very positive, 33.3 percent positive). However, 16.7 percent were neutral, 10.0 percent rated it negative, and 6.7 percent rated it very negative. This finding demonstrates that while the majority perceive positive impacts, there is a notable minority who have not experienced benefits or have experienced negative effects.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

During interviews, a Court Clerk shared:

The system has made a big difference in how we work. I can now find case files quickly, and I'm confident that the records I access are complete and accurate. Before, we often had missing pages or files that were misfiled. Now, everything is organized electronically.

However, another respondent, a Records Management Officer, expressed concerns:

While the system has improved some things, it also has problems. Sometimes it crashes or is very slow, especially when many people are using it. This actually slows us down. Also, because we still maintain paper files alongside electronic ones, we end up doing double work, which is frustrating.

Observation confirmed these mixed perceptions. During the observation period, the researcher noted that while some staff were proficient in using the ERMS, others struggled. The system appeared to be slow at times, and staff resorted to manual searches when the system was unavailable.

4.4 Challenges Hindering Effective Implementation of Electronic Record Management Systems

The third specific objective identified challenges hindering the effective implementation of Electronic Record Management Systems in Bagamoyo District Court. Table 4.10 presents findings on challenges faced by respondents.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Table 4. 10: Challenges Faced When Using ERMS

Challenge	Frequency	Percentage (%)
Unreliable electricity/internet connectivity	8	26.7
System is often slow or crashes	6	20.0
Inadequate number of computers/access points	5	16.7
Lack of sufficient training	4	13.3
Resistance from colleagues to use the system	3	10.0
The system is difficult to use/complex	2	6.7
Data privacy/security concerns	1	3.3
Inadequate technical support	1	3.3
Total	**30**	**100.0**

Source: Field data (2026)

Table 4.10 presents the challenges faced by respondents when using the Electronic Records Management System (ERMS). The findings indicate that unreliable electricity and internet connectivity was the most commonly reported challenge, accounting for 26.7 percent of respondents. This was followed by system slowness or frequent crashes (20.0 percent) and inadequate numbers of computers or access points (16.7 percent). Lack of sufficient training was reported by 13.3 percent of respondents, while resistance from colleagues to use the system accounted for 10.0 percent. Other challenges included system complexity (6.7 percent), data privacy and security concerns (3.3 percent), and inadequate technical support (3.3 percent). Overall, the findings show that infrastructure-related issues were the major barriers affecting effective use of ERMS among respondents.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

During interviews, a Magistrate elaborated on the infrastructure challenges:

The biggest problem is the unreliable electricity and internet. Sometimes we lose power in the middle of entering a case, and we lose all our work. The internet is also very slow, which makes accessing the system frustrating. This discourages some staff from using it regularly.

A Court Clerk added:

We have only a few computers for the number of staff who need them. When I need to use the system, sometimes there is a queue, and I have to wait. This is not efficient. Also, the system crashes frequently, and we have to restart, losing valuable time.

Regarding training, a Records Management Officer stated:

The training we received was too short and basic. We were shown how to enter data, but not how to troubleshoot problems or use the advanced features. When we encounter issues, there is no one to help, and we just have to wait for the IT person, who is often not available.

A Court Administrator expressed concern about data security:

I worry about the security of our records. With the system being online, there is a risk of hacking or unauthorized access. We don't have clear policies on who can access what, and this is a concern, especially for sensitive cases.

Observation confirmed these challenges. During the observation period, the researcher noted that the court experienced a power outage lasting approximately 30 minutes. The internet connection was also slow, and staff reported frequent interruptions. The researcher also noted that only 6 of the 8 available computers were functional, and some staff were observed using personal laptops.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

4.5 Proposed Solutions for Effective Implementation of Electronic Record Management Systems

The fourth specific objective determined possible solutions to the challenges hindering effective implementation of ERMS in Bagamoyo District Court. Table 4.11 presents respondents' suggestions for improvements.

Table 4. 11: Suggested Improvements for ERMS Implementation

Proposed Solution	**Frequency**	**Percentage (%)**
More training for all staff	8	26.7
Better computers and internet	6	20.0
Stronger support from court management	5	16.7
Simplified/easier-to-use software	4	13.3
Hiring more IT support staff	3	10.0
Regular system maintenance and upgrades	2	6.7
Clear data security policies	1	3.3
Incentives for system adoption	1	3.3
Total	**30**	**100.0**

Source: Field data (2026)

Table 4.11 presents the suggested improvements for effective ERMS implementation among the respondents. The findings indicate that the most commonly suggested improvement was more training for all staff, reported by 8 respondents (26.7 percent). This was followed by better computers and internet connectivity, which was suggested by 6 respondents (20.0 percent), while stronger support from court management was identified by 5 respondents (16.7 percent). Simplified/easier-to-use software was

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

suggested by 4 respondents (13.3 percent), followed by hiring more IT support staff with 3 respondents (10.0 percent). Regular system maintenance and upgrades accounted for 2 respondents (6.7 percent), while clear data security policies and incentives for system adoption were each suggested by 1 respondent (3.3 percent). Overall, the results show that respondents mainly emphasized capacity building, improved technological infrastructure, and stronger institutional support as key areas for enhancing ERMS implementation.

During interviews, a Court Administrator elaborated:

We need comprehensive training for all staff, not just a one-time orientation. People need ongoing support to build their confidence and competence. We also need to show people how the system benefits them, not just the organization. Change management is key.

A Magistrate emphasized infrastructure:

We cannot have a functional ERMS without reliable electricity and internet. The government needs to invest in infrastructure. We also need more computers. How can we expect staff to use a digital system when there are not enough computers for everyone?

A Court Clerk suggested:

The software should be simplified. Some of the functions are too complex for people who are not IT experts. If the interface was more user-friendly, more people would use it. Also, we need more IT support staff so that when problems arise, they can be fixed quickly.

A Records Management Officer added:

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Management needs to take the lead. When senior staff use the system and insist on it, others will follow. There should be clear policies on what records must be in the electronic system and when. Also, incentives for those who adopt the system would encourage others.

A Court Administrator concluded:

We need to think about data security. With more records going online, we need clear policies on who can access what, and we need to train staff on data protection. This will build trust in the system.

Observation confirmed that while the court had made efforts to implement ERMS, the challenges identified were significant and required comprehensive solutions. The observation checklist noted the need for more computers, reliable power, better internet, and improved training and support.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, conclusions drawn from the study, recommendations for improving ERMS implementation, and suggestions for further research. The findings are synthesized in relation to the four specific objectives of the study.

5.1 Summary of Findings

The study assessed the implementation of Electronic Record Management Systems (ERMS) in public organizations in Tanzania, using Bagamoyo District Court as a case study. Data were collected from 30 respondents using questionnaires, interviews, observation, and document analysis.

5.1.2 The Role of Implementing Electronic Record Management Systems

The study found that ERMS plays multiple roles at Bagamoyo District Court. The most frequently cited role was enhancing efficiency in case management (73.3 percent), followed by ensuring accountability and transparency (60.0 percent), supporting judicial decision-making (56.7 percent), and facilitating continuity of judicial processes (50.0 percent). Creating audit trails (46.7 percent), supporting reporting to higher authorities (43.3 percent), and monitoring case trends and resource planning (40.0 percent) were also identified as important roles. However, the court operates primarily with hybrid systems, with 36.7 percent of respondents indicating that the system was mostly paper-based with some digital components, and only 10.0 percent reporting a fully digital system.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

5.1.3 The Perceived Impact of Electronic Record Management Systems

The study found that ERMS has had generally positive perceived impacts. For speed of accessing court records, 70.0 percent of respondents reported improvement (40.0 percent greatly improved, 30.0 percent somewhat improved). For accuracy and completeness of records, 63.3 percent reported improvement (33.3 percent greatly improved, 30.0 percent somewhat improved). Overall, 66.7 percent rated the impact on case management as positive (33.3 percent very positive, 33.3 percent positive). However, a notable minority reported no change or negative impacts, indicating that the system's effectiveness is not uniform across all users.

5.1.4 Challenges Hindering Effective Implementation

The study identified multiple challenges hindering effective ERMS implementation. The most significant challenge was unreliable electricity and internet connectivity (70.0 percent), followed by system slowness or crashes (60.0 percent), inadequate number of computers or access points (53.3 percent), and lack of sufficient training (43.3 percent). Resistance from colleagues (36.7 percent), system complexity (30.0 percent), data privacy/security concerns (26.7 percent), and inadequate technical support (23.3 percent) were also identified as challenges. Observation confirmed these challenges, with power outages, slow internet, and limited computer availability being particularly evident.

5.1.5 Proposed Solutions for Effective Implementation

Respondents suggested multiple improvements for ERMS implementation. The most frequently proposed solution was more training for all staff (76.7 percent), followed by better computers and internet (70.0 percent), stronger support from court management (60.0 percent), and simplified/easier-to-use software (53.3 percent). Hiring more IT

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

support staff (46.7 percent), regular system maintenance and upgrades (43.3 percent), clear data security policies (36.7 percent), and incentives for system adoption (30.0 percent) were also proposed. These suggestions highlight the need for comprehensive, multi-pronged interventions to address the identified challenges.

6.0 Conclusions

Based on the findings, the following conclusions are drawn:

The implementation of ERMS at Bagamoyo District Court has demonstrated multiple positive roles, including enhancing efficiency, ensuring accountability, supporting decision-making, and facilitating continuity of judicial processes. However, the transition from paper-based to electronic records management is incomplete, with the court operating in a hybrid state that creates dual workloads and reduces the system's potential effectiveness.

The ERMS has had generally positive perceived impacts on record retrieval speed, accuracy, completeness, and overall case management. However, the mixed perceptions among staff indicate that the system's benefits are not evenly distributed, and some users have not experienced improvements or have experienced negative effects. This suggests that the implementation has been uneven and that ongoing challenges undermine its effectiveness for some users.

Significant challenges hinder effective ERMS implementation, with infrastructure deficits (unreliable electricity, poor internet, limited computers) being the most critical. These are compounded by technical issues (system slowness, crashes), human resource constraints (inadequate training, limited IT support), and organizational factors (resistance, lack of clear policies). These challenges are interconnected and require comprehensive, integrated solutions.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Despite the challenges, there is clear potential for ERMS to transform court operations and contribute to improved judicial service delivery. However, realizing this potential requires strategic investment, sustained commitment from management, and a phased, participatory approach that addresses both technical and human dimensions of implementation.

6.1 Recommendations

Based on the findings and conclusions, the following recommendations are made:

6.1.2 Invest in Infrastructure

The court, in collaboration with the Ministry of Justice and relevant government agencies, should prioritize investment in ICT infrastructure. This should include: (1) ensuring reliable electricity supply through backup generators and solar power; (2) improving internet connectivity with dedicated broadband or dedicated connections; (3) procuring additional computers and peripherals to ensure adequate access for all staff; and (4) establishing a dedicated IT room or computer lab for records management.

6.1.3. Strengthen Training and Capacity Building

The court should develop and implement comprehensive training programs for all staff on ERMS use. This should include: (1) initial induction training for new staff; (2) refresher training for existing staff; (3) advanced training for power users and trainers; (4) training on data security and privacy; and (5) training on troubleshooting and problem-solving. Training should be ongoing and adapted to the needs of different user groups.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

6.1.4 Enhance Technical Support

The court should strengthen its IT support capacity by: (1) hiring additional IT support staff; (2) establishing a helpdesk for staff to report and resolve issues; (3) developing a system for regular maintenance and upgrades; (4) implementing a ticketing system to track and resolve issues efficiently; and (5) establishing service level agreements with external IT vendors if necessary.

6.1.5 Address User Resistance

The court should implement change management strategies to address user resistance, including: (1) involving staff in system design and implementation decisions; (2) communicating the benefits of ERMS clearly and consistently; (3) recognizing and rewarding early adopters; (4) providing peer support and mentoring; (5) demonstrating visible commitment from senior management; and (6) addressing concerns about job security and job changes.

6.1.6 Simplify and Improve System Usability

The court should work with software developers to: (1) improve the user interface to make it more intuitive and user-friendly; (2) reduce the number of steps required to complete common tasks; (3) provide contextual help and guidance; (4) ensure the system is responsive and reliable; and (5) address system bugs and performance issues promptly.

6.1.7 Develop Clear Policies and Standards

The court should develop and implement clear policies and standards for ERMS, including: (1) records management policy specifying what records must be captured electronically; (2) data security and privacy policy; (3) access control policy specifying

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

who can access what; (4) retention and disposal schedules; (5) system usage guidelines; and (6) data backup and recovery procedures.

6.1.8 Foster Management Commitment and Leadership

Court management should demonstrate strong commitment to ERMS by: (1) allocating adequate budget and resources; (2) using the system themselves; (3) monitoring system usage and performance; (4) making ERMS implementation a strategic priority; (5) integrating ERMS into performance evaluation; and (6) advocating for ERMS at higher levels of the judiciary.

6.1.9 Implement a Phased and Participatory Approach

The court should adopt a phased, participatory approach to ERMS implementation, including: (1) starting with pilot departments or processes; (2) learning from initial implementation and making improvements; (3) gradually scaling up to cover all functions; (4) involving staff at all stages; and (5) being flexible and responsive to feedback.

6.1.10 Strengthen Monitoring and Evaluation

The court should establish systematic monitoring and evaluation of ERMS, including: (1) tracking system usage and user satisfaction; (2) measuring performance indicators (e.g., retrieval speed, error rates); (3) conducting regular user surveys; (4) assessing the impact on court operations; and (5) using data to guide improvements.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

7.0 Areas for Further Research

This study has opened several avenues for further research:

i. A Comparative Study of ERMS Implementation in Different District Courts in Tanzania: Assessing Best Practices, Challenges, and Contextual Factors.
ii. The Impact of ERMS on Case Processing Time and Judicial Efficiency: A Quantitative Study in Tanzanian Courts.
iii. Factors Influencing User Adoption and Acceptance of ERMS in Public Organizations in Tanzania: An Analysis of Behavioral and Organizational Factors.
iv. The Role of ERMS in Enhancing Transparency and Accountability in the Tanzanian Judiciary: A Stakeholder Perspective.
v. An Assessment of Data Security and Privacy Practices in ERMS Implementation in Tanzanian Public Institutions.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

REFERENCES

Akoh, B., & Asogwa, B. (2024). Electronic health records implementation in East African public hospitals: A comparative analysis of perceived benefits. *Journal of Health Informatics in Africa*, 11(1), 33-47.

Creswell, J. W., & Plano Clark, V. L. (2023). *Designing and conducting mixed methods research* (5th ed.). SAGE Publications.

Katuu, S. (2022). The divergent trajectories of records management and digital transformation in the public sector: A critical review. *Records Management Journal*, 32(3), 245-262.

Kemoni, H., & Ngulube, P. (2022). Relationship between records management and public service delivery in Kenya. *African Journal of Library, Archives and Information Science*, 32(1), 45-59.

Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners* (5th ed.). SAGE Publications.

Mbwette, T., & Mwinyi, A. (2024). Digital transformation and records management in Tanzanian local government authorities: Prospects and pitfalls. *African Journal of Information Systems*, 16(2), 89-104.

Mnjama, N., & Mwalimu, M. (2023). Managing electronic records for accountable governance in the East African community. *ESARBICA Journal*, 42, 112-128.

Mushi, G., & Lujala, P. (2023). Data governance and digital health in Tanzania: Policy gaps and implementation challenges. *Tanzania Journal of Development Studies*, 21(1), 77-95.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Ngoepe, M. (2023). Records management as a catalyst for digital innovation in the public sector. *Information Development*, 39(1), 134-149.

Ngulube, P. (2023). *Handbook of research on managing intellectual assets in a digital world*. IGI Global.

United Republic of Tanzania (URT). (2023). *Tanzania Digital Records Strategy 2023-2028*. Ministry of Justice.

Yin, R. K. (2024). *Case study research and applications: Design and methods* (7th ed.). SAGE Publications.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

BIBLIOGRAPHY

Kalusopa, T. (2022). *Developing an e-records readiness framework for labour organisations in Botswana*. University of South Africa.

Kombo, D., & Tromp, D. (2020). *Proposal and thesis writing: An introduction*. Paulines Publications Africa.

Mosha, N. (2022). *Factors influencing the adoption of electronic medical records systems in Tanzania: A case of Dar es Salaam region*. (Master's thesis, University of Dar es Salaam).

Nyamba, S. (2023). Bridging the digital divide in information management: Perspectives from rural Tanzania. *International Journal of Information Management*, 72, 102-115.

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

APPENDICES

APPENDIX I: TIME SCHEDULE SHOWING ACTIVITIES DURING RESEARCH WORK

ACTIVITIES	JAN/MARCH	APRIL	MAY	JUNE	JULY	AGUST
Research proposal writing and submission						
Obtaining clearance and visiting the court						
Distribution of questionnaires and conducting interviews						
Data cleaning and analysis						
Report writing and compilation						
Final binding and submission						

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

APPENDIX II: BUDGET

S/NO	Item	Qty/Cost (TZS)	Amount (TZS)
1	Research Proposal Printing & Binding	4 copies @ 15,000	60,000
2	Questionnaire Printing	50 copies @ 500	25,000
3	Stationery (Pens, Papers, Files)	1 set	30,000
4	Transport to Bagamoyo (Field work)	10 trips @ 10,000	100,000
5	Internet and Data bundles	Lump sum	50,000
6	Research Assistant Fees	8 days @ 10,000	80,000
7	Meals and Refreshments during field work	Lump sum	40,000
8	Final Report Printing & Binding	4 copies @ 20,000	80,000
	TOTAL		**465,000**

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

APPENDIX III: QUESTIONNAIRE FOR COURT STAFF

Dear Respondent,

I am SUZANA JOHNSON, a student at the School of Library Archives and Documentation Studies (SLADS) Bagamoyo. I am conducting research on "An Assessment on the Implementation of Electronic Record Management Systems (ERMS) in Public Organization in Tanzania: A Case study of Bagamoyo District Court" as part of the fulfilment for the award of an Ordinary Diploma in Records and archives management.

The purpose of this questionnaire is to gather your views and experiences regarding the use and management of electronic records in this court. Please be assured that the information provided will be kept strictly confidential and used for academic purposes only. Your participation is voluntary, and you may withdraw at any time.

Thank you for your cooperation.

Instructions: Please put a tick (✓) in the box provided or write your answer where appropriate.

Section A: Demographic Information

1. What is your gender?
    - a) Female ( )
    - b) Male ( )
2. What is your age group?
    - a) 18-25 ( )
    - b) 26-35 ( )
    - c) 36-45 ( )

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

- d) 46 and above ( )

3. What is your current department/position?
    - a) Magistrate ( )
    - b) Court Clerk/Registrar ( )
    - c) Records Management Officer/Clerk ( )
    - d) Court Administrator ( )
    - e) Other (specify)……
4. How long have you worked at Bagamoyo District Court?
    - a) Less than 1 year ( )
    - b) 1-5 years ( )
    - c) 6-10 years ( )
    - d) More than 10 years ( )

Section B: Role and Use of ERMS

5. Are you aware of an Electronic Records Management System (ERMS) or any digital system for managing court records?
    - a) Yes ( )
    - b) No ( )
6. Do you personally use this system in your daily work?
    - a) Always ( )
    - b) Often ( )
    - c) Sometimes ( )
    - d) Rarely ( )
    - e) Never ( )
7. What is the primary record management system currently in use?
    - a) Paper-based only ( )
    - b) Mostly paper-based, some digital ( )
    - c) Mostly digital, some paper ( )

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

- d) Digital only ( )
- e) Other (specify)……

8. What role does the ERMS play in your daily tasks? (You may tick more than one)
    - a) Enhancing efficiency in case management ( )
    - b) Ensuring accountability and transparency ( )
    - c) Supporting judicial decision-making ( )
    - d) Facilitating continuity of judicial processes ( )
    - e) Creating audit trails ( )
    - f) Supporting reporting to higher authorities ( )
    - g) Monitoring case trends and resource planning ( )
    - h) Other (specify)……

Section C: Perceived Impact

9. To what extent has the system improved the speed of accessing court records?
    - a) Greatly improved ( )
    - b) Somewhat improved ( )
    - c) No change ( )
    - d) Slowed it down ( )
10. How has the system affected the accuracy and completeness of records?
    - a) Greatly improved ( )
    - b) Somewhat improved ( )
    - c) No change ( )
    - d) Made it worse ( )
11. Overall, how do you rate the impact of the system on the quality of case management?
    - a) Very Positive ( )
    - b) Positive ( )

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

- c) Neutral ( )
- d) Negative ( )
- e) Very Negative ( )

Section D: Challenges

12. What challenges do you face when using the system? (You may tick more than one)
    - a) System is often slow or crashes ( )
    - b) Unreliable electricity/internet ( )
    - c) The system is difficult to use/complex ( )
    - d) Inadequate number of computers/access points ( )
    - e) Lack of sufficient training ( )
    - f) Resistance from colleagues to use it ( )
    - g) Data privacy/security concerns ( )
    - h) Inadequate technical support ( )

Section E: Solutions and Suggestions

13. What, in your opinion, is needed to improve electronic records management here? (You may tick more than one)
    - a) More training for all staff ( )
    - b) Better computers and internet ( )
    - c) Stronger support from court management ( )
    - d) Simplified/easier-to-use software ( )
    - e) Hiring more IT support staff ( )
    - f) Regular system maintenance and upgrades ( )
    - g) Clear data security policies ( )
    - h) Incentives for system adoption ( )

Thank you for your participation!

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

APPENDIX IV: INTERVIEW GUIDE FOR COURT ADMINISTRATORS AND RECORDS MANAGERS

Title of Study: An Assessment on the Implementation of Electronic Record Management Systems (ERMS) in Public Organization in Tanzania: A Case of Bagamoyo District Court

Interviewer: _____

Interviewee: _____

Position: _____

Date: _____

Time: _____

Location: _____

Introduction

Thank you for agreeing to participate in this interview. I am a student at the School of Library Archives and Documentation Studies (SLADS) conducting research on the implementation of Electronic Record Management Systems at this court. The interview will take approximately 45-60 minutes. Your responses will be kept confidential and used only for academic purposes. With your permission, I would like to take notes during our conversation. You may choose not to answer any question and can stop the interview at any time.

Section A: Background Information

1. Can you tell me about your role at Bagamoyo District Court and how long you have worked here?
2. What is your educational background and training in records management or IT?

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

Section B: Role of ERMS

3. Can you describe the current Electronic Records Management System (ERMS) or digital records infrastructure in place at this court?
    - *Probe: Name of system, year introduced, core modules*
4. What were the primary strategic objectives or roles the court aimed to achieve by implementing this system?
    - *Probe: Efficiency, accountability, decision-making, continuity*
5. How does the ERMS support your daily work?
    - *Probe: Specific tasks, processes, decision-making*

Section C: Perceived Impact

6. From an administrative perspective, what impact have you observed since its implementation?
    - *Probe: Efficiency of operations, decision-making, reporting, cost implications*
7. Have you noticed any improvements in case processing time, accuracy, or completeness of records?
    - *Probe: Specific examples, quantitative improvements*
8. How has the system affected the work of court staff?
    - *Probe: Workload, job satisfaction, skill development*

Section D: Challenges

9. What have been the most significant challenges encountered during and after the implementation of the system?
    - *Probe: Technical, human, financial, policy-related*
10. How would you rate the level of staff adoption and competence in using the system? What factors influence this?

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

11. Are there specific policy, budgetary, or technical constraints that hinder the optimal functioning or expansion of the ERMS?
12. How do these challenges affect the quality of judicial service delivery?

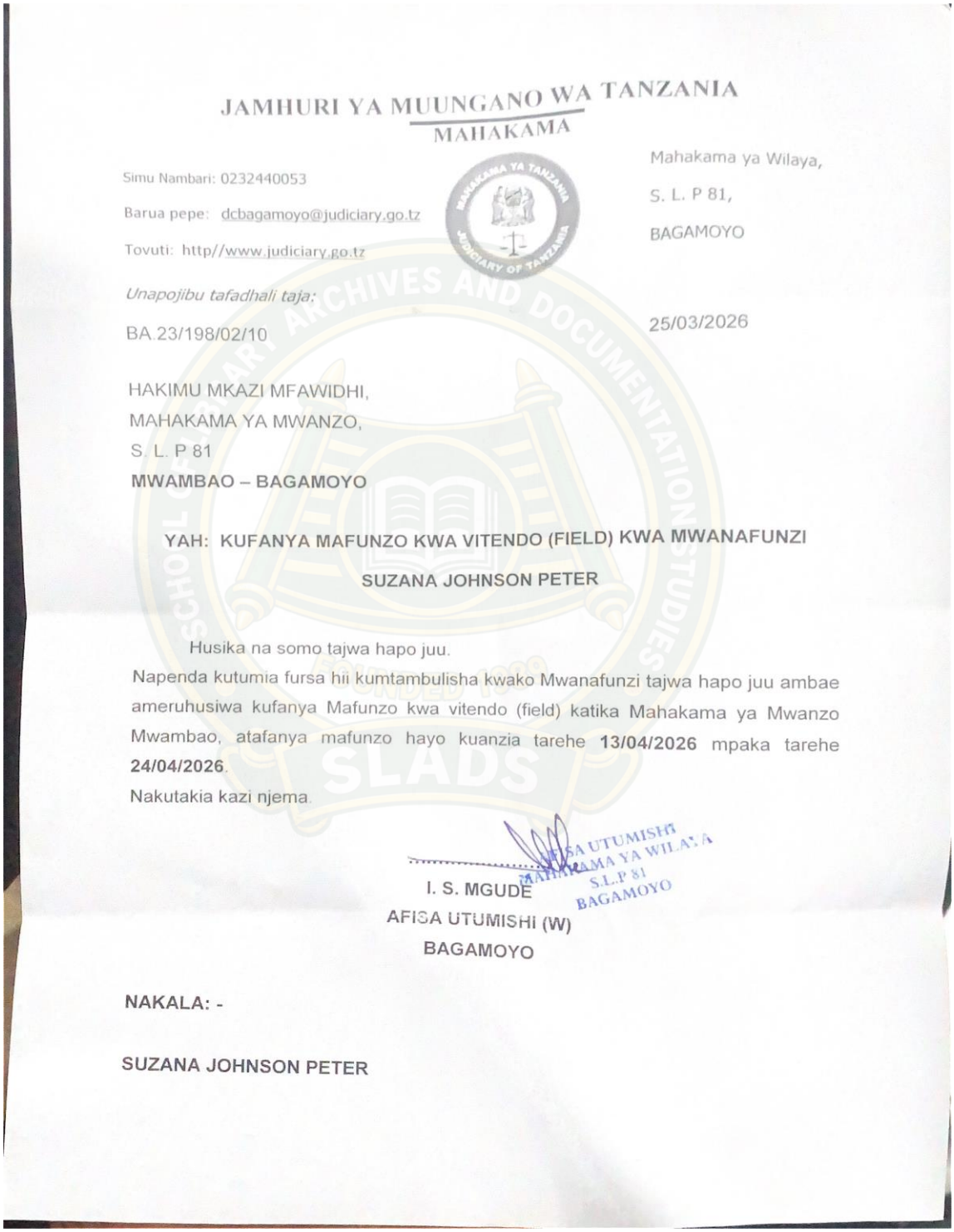
Section E: Solutions and Future Directions

13. Based on your experience, what are the key solutions or strategies you would recommend to overcome the current challenges and ensure more effective ERMS implementation?
    - *Probe: Training, infrastructure, policy, management support*
14. What support do you need from higher authorities (Ministry of Justice, government) to enhance ERMS implementation?
15. What is your vision for the future of digital records management at Bagamoyo District Court?
16. Is there anything else you would like to share about ERMS implementation at this court?

Thank you for your participation!

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz

APPROVAL LETTER



JAMHURI YA MUUNGANO WA TANZANIA
MAHAKAMA

Simu Nambari: 0232440053
Barua pepe: dcbagamoyo@judiciary.go.tz
Tovuti: http//www.judiciary.go.tz

Mahakama ya Wilaya,
S. L. P 81,
BAGAMOYO

Unapojibu tafadhali taja:
BA.23/198/02/10

25/03/2026

HAKIMU MKAZI MFAWIDHI,
MAHAKAMA YA MWANZO,
S. L. P 81
MWAMBAO – BAGAMOYO

YAH: KUFANYA MAFUNZO KWA VITENDO (FIELD) KWA MWANAFUNZI SUZANA JOHNSON PETER

Husika na somo tajwa hapo juu.

Napenda kutumia fursa hii kumtambulisha kwako Mwanafunzi tajwa hapo juu ambae ameruhusiwa kufanya Mafunzo kwa vitendo (field) katika Mahakama ya Mwanzo Mwambao, atafanya mafunzo hayo kuanzia tarehe **13/04/2026** mpaka tarehe **24/04/2026**.

Nakutakia kazi njema.

.....
I. S. MGUDE
AFISA UTUMISHI (W)
BAGAMOYO

AFISA UTUMISHI
MAHAKAMA YA WILAYA
S.L.P 81
BAGAMOYO

NAKALA: -

SUZANA JOHNSON PETER

SLADS Research Hub · SLADS/2026/00012 · repository.slads.sc.tz