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THE ROLE OF RECORDS MANAGEMENT IN ENHANCING TRANSPARENCY IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: A CASE OF BAGAMOYO DISTRICT LAND COUNCIL

BY

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LIST OF ABBREVIATIONS

ARMA	Association of Records Managers and Administrators
ESARBICA	Eastern and Southern Africa Regional Branch of the International Council on Archives
ICT	Information and Communication Technology
ISO	International Organization for Standardization
LGA	Local Government Authority
RAMD	Records and Archives Management Department
RIM	Records and Information Management
SLADS	School of Library, Archives and Documentation Studies
URT	United Republic of Tanzania

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ABSTRACT

This study assessed the role of records management in enhancing transparency at Bagamoyo District Land Council in Tanzania. It was guided by three objectives: to examine the existence of records management policies and procedures, assess staff awareness of and compliance with records management practices, and evaluate the efficiency of records access and retrieval at the council.

A descriptive research design was used. The target population comprised 42 staff members working in registry, records management, land administration and administrative sections. Data were collected through questionnaires and interviews. Thirty-nine respondents participated, representing a response rate of 92.9%. Quantitative data were analysed using frequencies and percentages, while qualitative data were analysed thematically.

The findings showed that 68.6% of respondents confirmed the existence of records management policies and procedures, while 77.1% reported that documentation of records created and received was maintained. Furthermore, 77.1% were aware of records management policies, 74.3% indicated staff compliance with established procedures, 68.6% agreed that records could be located quickly, 82.9% confirmed the existence of file movement controls, and 80.0% reported that retrieval delays negatively affected transparency and service delivery.

The study concludes that effective records management strengthens transparency, accountability and efficient service delivery. It recommends strengthening policies and procedures, increasing staff training, improving storage facilities and expanding electronic records management systems at Bagamoyo District Land Council.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Records management is a key function in every organisation, especially in public institutions. It involves the systematic creation, classification, storage, maintenance, retrieval, and disposal of records. According to ISO 15489-1 (2016), records management ensures that records are reliable, authentic, and usable for as long as they are needed. Proper management of records supports decision-making and provides evidence of actions taken by an organisation.

In the public sector, records are the foundation of accountability and transparency. Government institutions use records to document financial transactions, land ownership, contracts, administrative decisions, and service delivery. Without proper records, it becomes difficult to justify decisions or respond to public inquiries. The United Nations (2019) states that access to reliable public records strengthens democratic governance and reduces corruption. Similarly, the World Bank (2020) explains that effective record keeping systems improve public trust and support transparent governance.

Transparency refers to openness in government operations and the availability of information to citizens. When records are well managed, the public can access information about how decisions are made and how resources are used. Transparency International (2022) notes that weak information systems increase the risk of corruption and misuse of public resources. This shows that records management is directly linked to transparency.

Several scholars have examined the relationship between records management and good governance. Ngoepe (2017) found that weak records management systems reduce accountability in public institutions. Asogwa (2012) explains that weak laws, limited infrastructure, inadequate funding, and low staff skills make electronic records difficult to manage in many African institutions. Kemoni and Wamukoya (2000) found that institutions preparing to manage electronic records need suitable systems and trained staff.

In recent years, digital records management has been introduced in many countries to improve efficiency and transparency. However, the transition from paper-based systems to electronic records management has faced challenges. Mnjama (2020) highlights that many local government authorities in East Africa lack adequate infrastructure and

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technical skills to manage electronic records effectively. Maseh and Kalusopa (2021) also report that limited staff training affects compliance with records management standards.

In Tanzania, the government has established legal frameworks to guide records management in public institutions. The Records and Archives Management Act (URT, 2019) requires public offices to manage records properly to ensure accountability and access to information. In addition, the Public Service Management and Employment Policy emphasises transparency and proper documentation in public administration (URT, 2018). Despite these frameworks, challenges still exist in many local government authorities.

Local Government Authorities (LGAs) are responsible for delivering services directly to citizens. These services include land management, revenue collection, dispute resolution, and development planning. Land administration, in particular, requires accurate and accessible records because land ownership and disputes depend on documented evidence. According to the World Bank (2020), weak land record systems reduce efficiency and increase the possibility of corruption.

Studies conducted in Tanzania have documented problems such as missing files, delays in retrieving documents, poor storage facilities, and weak records procedures in organisations and public institutions (Chachage & Ngulube, 2006; Mnjama, 2020). Such weaknesses can affect transparency and service delivery.

Bagamoyo District Land Council plays an important role in resolving land disputes and handling land-related decisions. The effectiveness of this council depends on the availability and accuracy of records. If records are poorly managed, it may result in delays, loss of information, unfair decisions, and lack of public trust. Therefore, it is important to assess how records management contributes to enhancing transparency in this institution.

This study focused on examining the role of records management in enhancing transparency at Bagamoyo District Land Council.

1.2 Statement of the Problem

Transparency in Local Government Authorities is essential for promoting accountability, good governance, and public trust. In Tanzania, Local Government Authorities are required to maintain proper records to ensure that administrative decisions, including land dispute resolutions and land allocation processes, are documented and accessible. Legal frameworks such as the Records and Archives Management Act require public

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institutions to manage records properly to support accountability and access to information.

However, evidence from previous studies shows that records management practices in many public institutions remain weak. Ngoepe (2017) reported that inadequate recordkeeping systems reduce accountability and limit access to important information. Similarly, Asogwa (2012) identified weak policies, limited infrastructure, and inadequate staff skills as barriers to electronic records management in African institutions. In the Tanzanian context, Maseh and Kalusopa (2021) found that many public institutions experience challenges such as insufficient staff training, poor storage facilities, and weak supervision of records management activities.

The consequences of poor records management are particularly serious in land administration. Missing or poorly organised records may lead to delays in resolving land disputes, inaccurate decisions, and opportunities for corruption. According to the World Bank (2020), weak land records systems reduce transparency and affect the credibility of land administration institutions. Transparency International (2022) also notes that poor documentation systems in public institutions increase the risk of corruption and reduce public confidence in government operations.

Although several studies have examined records management practices in public institutions, most of them focus on ministries, universities, or general public sector organisations. Very few studies have specifically examined how records management practices influence transparency in District Land Councils in Tanzania. In particular, limited research has been conducted at Bagamoyo District Land Council to determine whether records management policies and procedures exist, whether staff are aware of and comply with these practices, and whether records can be accessed and retrieved efficiently.

Therefore, this study addressed this gap by assessing the role of records management in enhancing transparency at Bagamoyo District Land Council, focusing on records management policies and procedures, staff awareness and compliance, and the efficiency of records access and retrieval efficiency.

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1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to assess the role of records management in enhancing transparency in Local Government Authorities in Tanzania, with specific reference to Bagamoyo District Land Council.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

i. To examine the existence of policies and procedures for managing records at Bagamoyo District Land Council.

ii. To examine the level of staff awareness and compliance with current records management practices at Bagamoyo District Land Council.

iii. To assess the efficiency of records access and retrieval efficiency at Bagamoyo District Land Council.

1.4 Research Questions

The study answered the following research questions:

i. What policies and procedures exist for managing records at Bagamoyo District Land Council?

ii. What is the level of staff awareness and compliance with current records management practices at Bagamoyo District Land Council?

iii. How efficient is the records access and retrieval system at Bagamoyo District Land Council?

1.5 Significance of the Study

This study is important because it provides insights into how effective records management practices can enhance transparency in Local Government Authorities. The findings of this study will benefit several groups as explained below.

1.5.1 Significance to Local Government Authorities

The findings of this study will benefit Local Government Authorities by improving understanding of how proper records management practices contribute to transparency and accountability. The study will help identify weaknesses in existing recordkeeping practices and provide recommendations that can improve records access, retrieval efficiency, and service delivery in local government institutions.

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1.5.2 Significance to Records Managers

The study will benefit records managers and registry staff who are responsible for managing records in public institutions. The findings will help them understand the importance of proper records creation, classification, storage, and retrieval in supporting transparency and effective decision-making. It will also highlight areas where records management practices need improvement.

1.5.3 Significance to Policymakers

This study will benefit policymakers and government authorities, including the Records and Archives Management Department (RAMD). The findings may assist them in strengthening existing policies, developing better guidelines, and improving monitoring mechanisms to ensure effective implementation of records management practices in Local Government Authorities.

1.5.4 Significance to Researchers

The study will also contribute to academic knowledge in the field of records and archives management. Researchers and scholars may use the findings as a reference for future studies related to records management and transparency in public institutions.

1.6 Scope of the Study

This study focuses on assessing the role of records management in enhancing transparency in Local Government Authorities in Tanzania, specifically at Bagamoyo District Land Council.

Geographically, the study was conducted at Bagamoyo District Land Council in Pwani Region, Tanzania. The study involved staff members who were directly or indirectly involved in records management and land administration activities.

Content-wise, the study focused on three main areas:

1. The existence of records management policies and procedures.
2. The level of staff awareness and compliance with records management practices.
3. The efficiency of records access and retrieval efficiency.

The study examined both manual and electronic recordkeeping systems used at the council. It did not cover departments outside the District Land Council unless they were directly connected to land records.

The study focused on records management practices and their contribution to transparency in service delivery and decision-making.

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1.7 Limitations of the Study

This study faced several limitations during the research process.

First, some respondents were hesitant to provide complete information because they feared exposing weaknesses within the institution. This could have affected the accuracy and completeness of the data. The limitation was minimized by assuring respondents that the information provided would remain confidential and would be used strictly for academic purposes.

Second, the researcher had limited access to some confidential records and internal documents related to land disputes and administrative decisions. This reduced the amount of documentary information available. To manage the challenge, the researcher relied mainly on questionnaires, interviews, and publicly accessible documents.

Third, time constraints affected the depth of data collection because some staff members were not available during the data collection period. The researcher planned the data collection process carefully and scheduled visits in advance to obtain a high response rate.

Finally, financial constraints limited the researcher's ability to collect data from a larger area. This limitation was managed by focusing the study on Bagamoyo District Land Council and using cost-effective data collection methods, including questionnaires.

1.8 Delimitations of the Study

This study was limited to Bagamoyo District Land Council. It did not include other District Land Councils or Local Government Authorities in Tanzania.

The study was also limited to examining records management in relation to transparency. It did not examine other factors that may influence transparency, such as political influence, leadership style, or financial management systems. The research focused only on the objectives stated in this report.

1.9 Definition of Key Terms

1.9.1 Records

Records refer to information created, received, and maintained by an organisation or individual as evidence of activities, transactions, or decisions, regardless of their format or medium. They may exist in paper form, electronic form, audio, or other recorded formats. ISO 15489-1 (2016) defines records as information created, received, and maintained as evidence and as an asset by an organisation or person in pursuit of legal obligations or in the transaction of business. Records are important because they provide proof of actions taken and support accountability. Mnjama (2020) explains that in public institutions,

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records serve as documented evidence for decision-making and service delivery. Therefore, in local government authorities, records such as land files and dispute documents form the official evidence of administrative actions.

1.9.2 Records Management

Records management refers to the systematic and efficient control of records throughout their life cycle, including their creation, classification, storage, retrieval, maintenance, and disposal. According to ISO 15489-1 (2016), records management ensures that records remain authentic, reliable, usable, and protected for as long as they are required. Shepherd and Yeo (2003) explain that records management contributes to achieving organisational goals by ensuring that information is properly controlled. More recently, Maseh and Kalusopa (2021) argue that effective records management improves accountability and transparency in public institutions. In the context of local government authorities, proper records management ensures that land records and administrative documents are accurate and accessible when needed.

1.9.3 Transparency

Transparency refers to openness in the operations and decision making processes of an institution, where information is made available and accessible to the public. It allows citizens to understand how decisions are made and how public resources are used. The United Nations (2019) identifies transparency as a key principle of good governance because it strengthens accountability and reduces corruption. Transparency International (2022) also notes that access to reliable public information reduces opportunities for misuse of power. In local government authorities, transparency means that decisions related to land administration and public services are documented and can be accessed through proper recordkeeping systems.

1.9.4 Local Government Authority (LGA)

A Local Government Authority (LGA) is a public administrative body established by law to provide services and implement government policies at the district, municipal, or city level. In Tanzania, LGAs are responsible for land administration, revenue collection, education, health services, and other community services. According to the United Republic of Tanzania (2018), LGAs are required to operate with accountability and proper documentation of their activities. Ngoepe (2017) emphasises that effective recordkeeping in local governments is essential for ensuring accountability and good governance.

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Therefore, LGAs depend heavily on proper records management systems to maintain transparency and efficiency.

1.9.5 Records Access and Retrieval

Records access and retrieval refer to the ability to locate and obtain required records accurately and within a reasonable time. An effective retrieval system ensures that authorised users can quickly find information without delays or errors. ISO 15489-1 (2016) stresses that records should be organised in a way that supports easy identification and timely access. Ngoepe (2017) and Mnjama (2020) note that poor filing systems and lack of proper indexing in public institutions often lead to delays in retrieving information, which weakens transparency and service delivery. In land administration, efficient retrieval is critical because decisions depend on accurate historical records.

1.9.6 Staff Awareness and Compliance

Staff awareness refers to the level of knowledge and understanding that employees have regarding records management policies and procedures, while compliance refers to the extent to which they follow those established guidelines in their daily work. Asogwa (2012) explains that inadequate staff skills and unclear institutional responsibilities can undermine records management systems. Maseh and Kalusopa (2021) further explain that training and supervision are necessary to ensure effective implementation of records management standards in public institutions. In local government authorities, staff compliance directly affects the quality, security, and accessibility of records, which in turn influences transparency.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to records management and transparency in public institutions. The purpose of this chapter is to examine what other scholars have written about records management policies and procedures, staff awareness and compliance, and records access and retrieval systems. The review also examines how records management contributes to transparency and accountability in local government authorities.

According to Creswell (2018), a literature review helps a researcher to understand existing knowledge, identify gaps, and build a foundation for the study. In the context of this study, the literature review focuses on theoretical and empirical studies conducted globally, in Africa, and in Tanzania regarding records management practices in public institutions.

The chapter is organised into conceptual review, theoretical review, and empirical review. The conceptual review defines key concepts such as records, records management, transparency, and local government authorities. The theoretical review discusses theories that explain how records are managed and how they support accountability, including the Records Life Cycle Model and the Records Continuum Model. The empirical review examines previous studies conducted in different countries concerning records management policies, staff awareness, and access and retrieval systems. The chapter ends by identifying the research gap that justifies this study.

2.2 Conceptual Review

2.2.1 Concept of Records and Records Management

Records are important resources in any organisation because they provide evidence of activities, decisions, and transactions. According to ISO 15489-1 (2016), records are information created, received, and maintained as evidence of business activities or legal obligations. Records may exist in different formats, including paper files, electronic documents, emails, audio recordings, and databases. In public institutions, records are essential for documenting administrative actions, financial transactions, land ownership, and service delivery. Mnjama (2020) explains that records form the foundation of accountability because they provide proof of what was done, when it was done, and by

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whom. Without reliable records, it becomes difficult for institutions to justify their decisions.

Records management refers to the systematic control of records throughout their life cycle, from creation to final disposal. ISO 15489-1 (2016) states that records management ensures that records remain authentic, reliable, usable, and protected for as long as they are required. Shepherd and Yeo (2003) emphasise that records management supports organisational goals by ensuring that information is properly organised and accessible. More recent studies show that effective records management improves transparency and reduces corruption in public institutions (Ngoepe, 2017; Asogwa, 2012). In local government authorities, proper records management ensures that documents related to land administration, dispute resolution, and financial management are accurately maintained and easily retrievable.

2.2.2 Concept of Transparency in Public Institutions

Transparency is a key principle of good governance. It refers to openness in decision-making and the availability of information to the public. Transparency allows citizens to understand how public resources are used and how decisions are made. The United Nations (2019) identifies transparency as an essential element of accountable governance. Similarly, Transparency International (2022) explains that transparency reduces opportunities for corruption by ensuring that information is accessible and clear.

In public institutions, transparency depends heavily on proper documentation and recordkeeping. Thurston (2015) argues that access to reliable records strengthens accountability and supports citizens' rights. When records are properly managed, the public can access accurate information, which builds trust in government institutions. However, weak records management systems can limit access to information and reduce transparency (Maseh & Kalusopa, 2021). Therefore, effective records management is directly linked to transparency in local government authorities.

2.2.3 Records Management in Local Government Authorities

Local Government Authorities (LGAs) are responsible for delivering services directly to citizens. These services include land management, revenue collection, education, and infrastructure development. Because LGAs handle large amounts of information daily, effective records management systems are necessary. Ngoepe (2017) notes that local governments in many African countries face challenges such as poor filing systems,

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inadequate storage facilities, and lack of trained staff. These weaknesses affect accountability and service delivery.

In Tanzania, LGAs operate under legal frameworks that require proper recordkeeping, including the Records and Archives Management Act (URT, 2019). Despite these regulations, studies indicate that implementation remains weak in some institutions (Mnjama, 2020). In land administration, accurate and accessible records are especially important because land disputes and ownership decisions depend on documented evidence. Inefficient retrieval systems can delay services and reduce public confidence.

2.3 Theoretical Literature Review

2.3.1 The Records Life Cycle Model

The Records Life Cycle Model has been one of the most influential models in records management, especially in North America since the 1960s. The concept was strongly articulated by Schellenberg, who explained that records have a life span similar to that of a living organism (Bantin, 1998). According to Penn et al. (1994), recorded information is "born" during the creation phase, "lives" during maintenance and use, and eventually "dies" at the disposition stage. Shepherd and Yeo (2006) describe these three stages as the current stage, semi-current stage, and non-current stage.

During the current stage, records are actively used for business activities and decision-making. At this phase, records are created either internally or received from external sources such as reports, forms, letters, and directives (Penn et al., 1994). Records at this stage are normally kept in the creating office and frequently consulted. However, Penn et al. (1994) caution that records should only be created when necessary, because unnecessary creation leads to accumulation and inefficiency. In the context of Bagamoyo District Land Council, this stage includes the creation of land dispute files, land allocation documents, meeting minutes, and official correspondence. Proper management at this stage is important because these records form the foundation of transparency and accountability.

The semi-current stage occurs when records are no longer used frequently in daily operations but still have administrative, legal, or financial value. At this stage, records are usually transferred to a records centre for storage. Cook (1997) explains that many semi-current records must be retained for specific legal or regulatory periods. Their maintenance should be guided by retention schedules and supported by proper classification, indexing, and tracking systems. In a local government authority, semi-

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current land records may still be required for appeals, audits, or legal reviews. Therefore, effective storage and retrieval systems at this stage directly affect service delivery and transparency.

The non-current stage refers to records that are no longer required for active business use. At this stage, a review process is conducted to determine which records should be destroyed and which should be preserved permanently in archives (Bantin, 1998). Only a small percentage of records are usually preserved for long-term historical or legal value. The decision to preserve or destroy records is guided by retention and disposition schedules (Penn et al., 1994). Robek et al. (1995) explain that records appraisal involves evaluating records based on administrative, legal, fiscal, and historical value. In this stage, archivists are responsible for preserving, describing, and providing access to archival records.

The life cycle model clearly defines responsibilities between records managers and archivists. Records managers are responsible during the current and semi-current stages, while archivists take responsibility during the non-current stage. This clear separation makes the model simple and practical to apply in organisations. For institutions like Bagamoyo District Land Council, where many records are still paper-based, the life cycle model provides a useful framework for assessing how records are managed from creation to final disposition and how this management supports transparency.

The Records Life Cycle Model is adopted in this study because it provides a clear framework for examining records management practices at different stages of records use. The model helps to explain how records are created, maintained, stored, and eventually disposed of within an organisation. By using this model, the study is able to assess how records are managed from their creation stage to their final disposition and how these processes influence transparency in the institution. Since Bagamoyo District Land Council still relies largely on paper-based records, the life cycle model is particularly appropriate because it clearly defines the responsibilities of records managers and archivists at different stages of the records' existence. Therefore, the model provides a useful theoretical foundation for analysing records management practices and their contribution to transparency in the council.

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Figure 2. 1: The records life cycle



Source: Roper and Millar (1999b: 19)

2.3.2 The Records Continuum Model

The Records Continuum Model was developed in the 1980s and 1990s in response to criticisms of the life cycle model (Shepherd & Yeo, 2003). Bantin (1998) explains that the continuum model does not view records as passing through separate and distinct stages. Instead, records management is seen as a continuous and integrated process where records serve multiple purposes at the same time.

McKemmish (1997) argues that while the life cycle model treats records as organisational tools in early stages and as societal memory only at the archival stage, the continuum model sees records as both organisational and societal memory from the moment they are created. This means that records have administrative, legal, evidential, and historical value simultaneously.

Upward (1998) further explains that the continuum model became especially important with the growth of electronic records. In the digital environment, physical custody is no longer the only factor in preservation. Instead, continuous control and management strategies must be applied from the moment of creation.

According to Upward (2001), the continuum model consists of four integrated dimensions:

1. Create – Records are generated as part of organisational activities.

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2. Capture – Records are captured into a record keeping system to ensure authenticity and reliability.

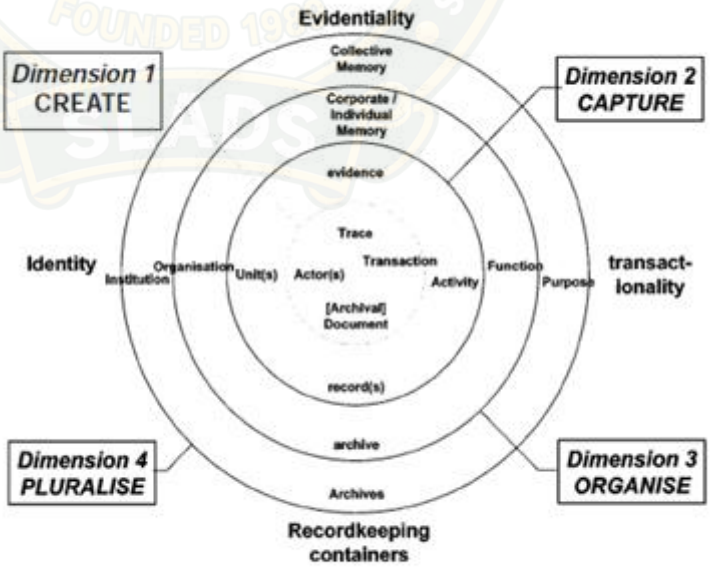
3. Organise – Records are systematically arranged to support business operations and accountability.

4. Pluralise – Records are preserved as part of collective memory and made accessible to society.

Shepherd and Yeo (2003) clarify that these dimensions are not time-based stages but represent different perspectives of managing records. The model emphasises early intervention in records management, especially in appraisal, description, and preservation.

In relation to this study, the continuum model is particularly relevant where electronic records are involved. If Bagamoyo District Land Council uses digital systems for correspondence or land documentation, records must be properly captured and controlled from the beginning. Weak control at the creation stage may compromise authenticity and transparency. Therefore, the continuum model supports the idea that transparency requires continuous and integrated management of records rather than waiting until the end of their life cycle.

Figure 2. 2: Records continuum model



Source: Upward (2001:123)

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2.3.3 The Integrated Approach

The Integrated Approach is another important model in records management. Unlike the life cycle and continuum models, which focus mainly on stages or dimensions of records, the integrated approach emphasises collaboration, coordination, and client-focused record keeping. According to An (2003), this approach aims to ensure that records management systems provide reliable, authentic, and integrated memory for both organisations and society. It promotes consistent and sustainable record keeping practices that respond to the needs of users.

The integrated approach is especially relevant in the digital era. An (2003) argues that effective records management should combine three important tools: a client-led strategy, post-modern archival thinking, and the records continuum regime model. A client-led strategy focuses on meeting the needs of records creators and users. Post-modern archival thinking views archivists not only as custodians of records but also as active participants in shaping knowledge and societal memory. Nesmith (1999) supports this view by suggesting that archivists should be involved in front-end control of records to ensure accountability from the beginning.

This approach also emphasises five levels of integration in record keeping processes: common culture, common standards, information sharing, coordination, and collaboration. A common culture ensures that creators, users, and custodians understand the value of records. Common standards promote consistent terminology and procedures. Information sharing allows institutions to apply best practices across departments. Coordination ensures that different units respond to each other's needs, while collaboration promotes partnerships in implementing records management policies.

The integrated approach is particularly useful in modern public institutions where recordkeeping must be efficient, cost-effective, and responsive to citizens' needs. In the case of Bagamoyo District Land Council, this approach highlights the importance of cooperation between records personnel, administrators, and decision-makers. For transparency to be achieved, recordkeeping should not be seen as the responsibility of one unit only, but as a shared responsibility across the institution.

However, although the integrated approach provides a broad and collaborative framework, this study adopted the Records Life Cycle Model as the main guiding theory. The life cycle model clearly defines the stages of records and the responsibilities at each stage, which made it suitable for assessing records management practices at Bagamoyo

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District Land Council. Nevertheless, elements of the continuum and integrated approaches remained relevant, especially in areas involving electronic records and collaborative management.

2.4 Empirical Literature Review

In this section, we review previous studies conducted by different scholars on records management practices. The review is organised according to the three specific objectives of this study:

1. Records management policies and procedures
2. Staff awareness and compliance
3. Records access and retrieval efficiency

2.4.1 Records Management Policies and Procedures

Records management policies and procedures provide guidelines for creating, maintaining, storing, and disposing of records in an organisation. According to Franks (2018), a records management policy defines responsibilities, standards, and procedures that ensure records are managed consistently across the organisation. Without a formal policy, recordkeeping practices become inconsistent and ineffective.

Lowry and Wamukoya (2016) argue that many public institutions in developing countries have weak or poorly implemented records management policies. Even when policies exist, they are not properly communicated or enforced. This results in poor classification systems, lack of retention schedules, and weak security measures.

Ngoepe (2017) found that weak records management systems contributed to accountability failures in government institutions. The study revealed that poor records control and ineffective implementation of records management policies made it difficult for institutions to respond to audit queries and maintain transparency. However, the study focused mainly on national government departments rather than district-level institutions. Therefore, its findings may not fully reflect the situation in local government structures such as District Land Councils.

Similarly, Luyombya and Kagoya (2020) reported that public sector institutions in Uganda faced challenges due to absence of clear procedures guiding records creation and disposal.

In Kenya, Mutula and Wamukoya (2019) observed that ineffective implementation of records management policies negatively affected transparency and service delivery in

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county governments. They emphasised that policies must be supported by monitoring mechanisms and staff training to be effective.

In Tanzania, studies have shown that although legal frameworks such as the Records and Archives Management Act exist, implementation at local government level remains weak (Maseh & Kalusopa, 2021). Weak enforcement of procedures may result in missing files, duplication of records, and delays in service delivery.

These studies indicate that the existence and proper implementation of records management policies are essential for ensuring transparency. However, limited research has specifically examined how these policies operate at the District Land Council level, particularly in Bagamoyo District. This creates a need for the present study.

2.4.2 Staff Awareness and Compliance with Records Management Practices

Staff awareness and compliance play a critical role in the success of records management systems. Even when policies exist, their effectiveness depends on whether employees understand and follow them.

Oliver and Foscarini (2016) argue that records management programs fail when staff lack adequate knowledge and training. Employees may not classify records properly or may ignore retention schedules if they are not well informed. Training and supervision are therefore important in strengthening compliance.

A study by Lemieux (2016) found that lack of staff awareness regarding digital records management increased the risk of information loss and unauthorised access in public institutions. Similarly, Chaterera (2017) observed that many government employees in Zimbabwe had limited understanding of records management standards, leading to poor filing practices.

In Nigeria, Ibrahim and Mnjama (2021) reported that low compliance with records management procedures was linked to inadequate professional training and lack of management support. They emphasised the importance of continuous capacity building.

Furthermore, Katuu (2020) highlights that in the digital era, public servants must understand both paper-based and electronic records systems. Without proper awareness, institutions may fail to ensure authenticity and reliability of records.

These empirical findings show that staff awareness and compliance directly affect records management effectiveness and transparency. However, little was known about the level of awareness and compliance among staff at Bagamoyo District Land Council, which this study investigated.

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2.4.3 Records Access and Retrieval Efficiency

Efficient access and retrieval systems are essential for transparency and service delivery. Records must be located quickly and accurately when needed.

Duranti and Rogers (2019) argue that poor retrieval systems weaken accountability because institutions fail to provide information in a timely manner. Similarly, ARMA International (2017) states that organisations with inefficient indexing and classification systems experience delays and increased operational costs.

A study conducted in Botswana by Keakopa (2018) revealed that poor storage conditions and lack of tracking systems made retrieval of government records slow and unreliable. In Ghana, Akotia (2016) found that inadequate records centres and absence of digital systems caused delays in accessing land records.

Ngoepe and Saurombe (2019) explain that inefficient records access increases the risk of corruption because missing files may create opportunities for manipulation. They argue that transparency depends on accurate and timely retrieval of information.

In Tanzania, Mwinyimvua (2019) observed that some local government offices faced difficulties in retrieving land-related records due to poor indexing and congestion of files. Such delays negatively affect public trust.

These studies demonstrate that access and retrieval systems are directly linked to transparency and accountability. However, empirical evidence focusing specifically on records access and retrieval efficiency in District Land Councils is limited. This gap justifies the need for this study at Bagamoyo District Land Council.

2.5 Research Gap

Several studies have examined records management practices in public institutions in Africa and beyond. In South Africa, Ngoepe (2017) found that weak records management systems in governmental bodies contributed to audit failures and poor accountability. In Kenya, Mutula and Wamukoya (2019) observed that inadequate implementation of records management policies in county governments affected transparency and service delivery. Similarly, Luyombya and Kagoya (2020) reported that poor enforcement of records management procedures in Uganda limited effective public service administration.

In Tanzania, research has also been conducted on records management in public institutions. Mnjama (2020) examined records management practices in Tanzanian public offices and noted challenges such as poor storage facilities and lack of trained personnel.

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Maseh and Kalusopa (2021) assessed records management compliance in Tanzanian public institutions and found that although legal frameworks exist, implementation at institutional level remains weak. Mwinyimvua (2019) also reported that some local government offices faced difficulties in retrieving land-related records due to poor indexing and file congestion.

Although these studies provide important insights into records management challenges, most of them focus on ministries, universities, or general public sector institutions. Very few studies have specifically examined how records management practices influence transparency in District Land Councils. In particular, limited empirical research has been conducted at Bagamoyo District Land Council.

Furthermore, existing studies often examine records management as a general administrative function without directly linking it to transparency in land dispute resolution and decision-making. This creates a gap in understanding how specific factors such as records management policies and procedures, staff awareness and compliance, and records access and retrieval efficiency contribute to transparency at the district level.

Therefore, this study sought to fill this gap by focusing specifically on Bagamoyo District Land Council and examining how records management practices enhance transparency in local government authorities.

2.6 Conceptual Framework

A conceptual framework provides a structured explanation of how key variables in a study are related. It helps the researcher to clarify the direction of the study and organise the relationship between independent and dependent variables (Miles, Huberman & Saldaña, 2014).

In this study, **Transparency in Local Government Authorities** is the dependent variable. The independent variable is **Records Management**, which is examined through three core components:

i. Records Management Policies and Procedures
ii. Staff Awareness and Compliance
iii. Records Access and Retrieval Efficiency

The framework establishes that effective records management practices enhance transparency in local government authorities.

First, records management policies and procedures provide formal guidelines for the creation, classification, storage, retention, and disposal of records. According to Franks

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(2018), well-defined policies ensure consistency and accountability in recordkeeping practices. When such policies are clearly documented and properly implemented, they reduce the risk of misfiling, loss of documents, and unauthorised alteration of records. In the context of Bagamoyo District Land Council, clear procedures help ensure that land-related records are properly documented and maintained.

Second, staff awareness and compliance influence how effectively records management policies are implemented. Oliver and Foscarini (2016) explain that records management systems depend heavily on the knowledge and behaviour of employees. When staff understand and comply with recordkeeping standards, records remain authentic, reliable, and secure. However, poor awareness may lead to mismanagement, delays, or loss of important documents, which weakens transparency.

Third, records access and retrieval efficiency directly affect transparency. Efficient retrieval systems ensure that records can be located quickly and accurately when needed. Ngoepe and Saurombe (2019) argue that effective access systems strengthen accountability by enabling timely provision of information. In land administration, delayed or inaccurate retrieval of records may lead to unresolved disputes and reduced public trust.

Therefore, the conceptual framework demonstrates that effective policies and procedures, high staff awareness and compliance, and efficient access and retrieval systems collectively contribute to enhanced transparency in local government authorities. In this study, the framework guided the assessment of how these components operated at Bagamoyo District Land Council.

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Figure 2.3: Conceptual framework

Independent variable	Relationship	Dependent variable
Records management policies and procedures	→	Transparency in local government authorities Indicators: • Accountability in decisions • Timely access to information • Clear and timely service delivery • Traceable administrative actions
Staff awareness and compliance	→	
Records access and retrieval efficiency	→	

Source: Researcher's compilation (2026)

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methods that were used to conduct the study. It describes the research design, study area, target population, sampling technique, data collection methods, validity and reliability, data analysis procedures, and ethical considerations. The methods were applied in a clear and systematic way.

The study assessed the role of records management in enhancing transparency at Bagamoyo District Land Council. Appropriate research methods were selected to ensure that the collected data were reliable and relevant to the study objectives.

3.2 Research Design

This study employed a descriptive research design. The design was suitable because it enabled the researcher to describe existing records management practices and examine how they influenced transparency in the institution. According to Kothari (2014), a descriptive research design is used to describe the characteristics of a population or a phenomenon being studied.

The design allowed the researcher to collect information about existing conditions, including records management policies and procedures, staff awareness and compliance, and records access and retrieval practices, without manipulating any variables. It focused on understanding what was happening within the institution and how the different factors were related.

This research design was appropriate because it allowed the use of questionnaires to collect data from staff members of Bagamoyo District Land Council regarding records management practices. It also enabled the researcher to analyse how these practices influenced transparency in the institution.

3.3 Study Area

The study was conducted at Bagamoyo District Land Council, located in Bagamoyo District, Pwani Region, Tanzania. The council is responsible for handling land-related disputes and making administrative decisions concerning land matters within the district (URT, 2018).

Bagamoyo District Land Council was selected because it handles a significant number of land disputes that require reliable records management for proper documentation and decision-making. Since land administration depends on accurate and accessible records,

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the council provides a suitable environment for examining how records management practices influence transparency.

3.4 Target Population

The target population of this study consisted of 42 staff members working at Bagamoyo District Land Council. A target population refers to the entire group of individuals from whom a researcher intends to collect data for a study (Kothari, 2014).

The population included employees working in registry services, records management, land administration, and administrative sections. These staff members were directly involved in creating, managing, and using records in the course of their daily activities.

These respondents were considered appropriate because they regularly handled records and land-related documents. Therefore, they were in a good position to provide relevant information regarding records management practices and transparency at Bagamoyo District Land Council.

3.5 Sampling Techniques

The study used a census sampling technique, in which all members of the target population were included.

This technique was suitable because:

- The population size was small.
- All staff were directly involved in records handling.
- It allowed comprehensive data collection.
- It improved the accuracy of the study results.

By including all staff members, the study captured different perspectives from registry staff, administrative staff, and land officers.

3.6 Data Collection Methods

This study used both primary and secondary data sources to obtain comprehensive and reliable information. According to Kothari (2014), primary data refers to data collected directly from respondents for the specific purpose of a study, while secondary data refers to information obtained from existing documents, reports, or publications.

3.6.1 Primary Data

Primary data were collected using structured questionnaires and interviews.

The structured questionnaire was administered to staff members of Bagamoyo District Land Council who were involved in registry services, records management, land administration, and administrative activities. The questionnaire contained closed-ended

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questions, Likert-scale questions, and one open-ended question. The closed-ended and Likert-scale questions collected quantitative data on records management policies and procedures, staff awareness and compliance, and records access and retrieval efficiency. The open-ended question allowed respondents to explain challenges affecting records access and transparency.

The questionnaires were distributed physically to respondents and collected after completion. This method was appropriate because it allowed the researcher to collect data from several respondents within a short period and supported a high response rate.

In addition, interviews were conducted with selected staff members, particularly those responsible for records management and administrative functions. The interviews obtained detailed information about records management practices, challenges, and transparency issues within the council.

3.6.2 Secondary Data

Secondary data were collected from existing documents such as:

- Records management policies
- Official government reports
- Council documents
- Academic books and journal articles related to records management and transparency

These sources supported the findings obtained from primary data and provided background information relevant to the study.

3.7 Validity and Reliability of the Instrument

3.7.1 Validity

Validity refers to the extent to which a research instrument measures what it is intended to measure. To ensure validity, the questionnaire was reviewed by the research supervisor and experts in records management before it was administered. Their comments and suggestions were used to improve the clarity, relevance, and structure of the questions.

In addition, the questionnaire items were directly derived from the study objectives to ensure that all research questions were adequately addressed.

3.7.2 Reliability

Reliability refers to the consistency of a research instrument in measuring what it is supposed to measure. To ensure reliability, a pilot test was conducted with a small

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number of respondents who were not part of the main study. The pilot test helped identify unclear questions and allowed necessary corrections before the main data collection.

The Likert-scale questions were structured in a clear and consistent format to improve reliability and support consistent responses.

3.8 Data Analysis Procedures

Data analysis refers to the process of organising and interpreting collected information in order to answer research questions. According to Creswell (2018), data analysis involves preparing the data, coding responses, and presenting findings in a meaningful way.

In this study, quantitative data collected through closed-ended and Likert-scale questions were analysed using descriptive statistics. Frequencies and percentages were used to summarise responses and present them in tables for easy interpretation (Kothari, 2014).

Likert-scale responses were analysed by calculating frequency distributions and percentages to determine the level of agreement or disagreement among respondents. This method was appropriate for measuring attitudes and perceptions (Saunders, Lewis & Thornhill, 2019).

Qualitative data obtained from the open-ended question and interviews were analysed using thematic analysis. Thematic analysis involves identifying common patterns and grouping responses into themes (Braun & Clarke, 2019). This method helped identify major challenges affecting records access and transparency.

The results were presented in tables and explained in narrative form to show how records management practices influenced transparency at Bagamoyo District Land Council.

3.9 Ethical Considerations

Ethical considerations are important in any research involving human participants. According to Saunders et al. (2019), researchers must ensure voluntary participation, confidentiality, and informed consent.

In this study, permission was obtained from the relevant authorities before data collection. Respondents were informed about the purpose of the study, and their participation was voluntary. They were not forced to answer any question.

Confidentiality was maintained by ensuring that respondents' names were not recorded on the questionnaire. The collected information was used strictly for academic purposes.

The researcher also maintained honesty and integrity throughout the research process, including the accurate reporting of findings.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents, analyses, and discusses the findings of the study on the role of records management in enhancing transparency at Bagamoyo District Land Council. The findings are presented according to the study objectives and research questions. Data were collected through questionnaires and interviews. The findings are presented using tables, frequencies, and percentages, while interview responses are presented in narrative form to support the quantitative findings.

4.2 Response Rate

Response rate refers to the number of respondents who successfully participated in the study compared to the total number targeted. A high response rate increases the reliability of study findings because it ensures that the views collected adequately represent the target population.

Table 4.1: Response rate of respondents

Data Collection Instrument	Targeted Respondents	Actual Responses	Response Rate (%)
Questionnaire	**38**	**35**	**92.1**
Interview	**4**	**4**	**100**
Total	**42**	**39**	**92.9**

Source: Field data (2026)

The findings in Table 4.1 show that out of 38 questionnaires distributed to staff members, 35 were successfully completed and returned, giving a response rate of 92.1%. In addition, all four key informants who were selected for interviews participated in the study, resulting in a response rate of 100% for interviews. Overall, 39 out of 42 targeted respondents participated in the study, giving an overall response rate of 92.9%. This response rate was considered adequate for generating reliable findings and achieving the objectives of the study.

4.2.1 Gender of Respondents

Gender is an important demographic characteristic because it helps to show the representation of male and female employees who participated in the study.

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Understanding the gender composition of respondents is important because it ensures that views from different groups are represented in the findings.

Table 4.2: Distribution of respondents by gender

Gender	Frequency	Percentage (%)
Male	**21**	**60.0**
Female	**14**	**40.0**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.2 indicate that 21 respondents, equivalent to 60.0%, were male, while 14 respondents, equivalent to 40.0%, were female. This implies that male employees formed the majority of respondents who participated in the study. The presence of both male and female respondents provided different perspectives regarding records management practices and transparency at Bagamoyo District Land Council. The findings further indicate that the study obtained views from both genders, thereby improving the representativeness of the collected data.

4.2.2 Age of Respondents

Age is an important characteristic because it helps to understand the maturity, experience, and perspectives of respondents regarding records management practices. Different age groups may have different levels of exposure to records management activities and institutional procedures.

Table 4.3: Distribution of respondents by age

Age Group	Frequency	Percentage (%)
18-30	**6**	**17.1**
31-40	**12**	**34.3**
41-50	**10**	**28.6**
51 and above	**7**	**20.0**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.3 show that 12 respondents (34.3%) were aged between 31 and 40 years, making this the largest age group. Respondents aged 41–50 years were

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10 (28.6%), while those aged 51 years and above were 7 (20.0%). The smallest group consisted of respondents aged between 18 and 30 years, who accounted for 6 respondents (17.1%). These findings indicate that the majority of respondents were within active working ages and were therefore likely to possess sufficient experience and knowledge regarding records management practices within the council.

4.2.3 Education Level of Respondents

Education level is an important demographic characteristic because it helps to determine the academic qualifications of respondents. Employees with different levels of education may have varying knowledge and understanding of records management practices and transparency in public institutions.

Table 4.4: Distribution of respondents by education level

Education Level	Frequency	Percentage (%)
Certificate	**5**	**14.3**
Diploma	**15**	**42.9**
Bachelor's Degree	**11**	**31.4**
Master's Degree	**4**	**11.4**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.4 show that 15 respondents, equivalent to 42.9%, had Diploma qualifications, making them the largest group. Respondents with Bachelor's Degrees were 11 (31.4%), while those with Certificates were 5 (14.3%). The smallest group consisted of respondents with Master's Degrees, who accounted for 4 respondents (11.4%). These findings indicate that the majority of respondents had post-secondary education, suggesting that they possessed adequate knowledge and understanding of records management practices and administrative procedures within the council.

4.2.4 Work Experience of Respondents

Work experience is an important characteristic because it helps to determine the extent to which respondents have been exposed to records management activities and institutional procedures. Employees with longer work experience are likely to have

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greater knowledge of records management practices and challenges within the organisation.

Table 4.5: Distribution of respondents by work experience

Work Experience	Frequency	Percentage (%)
Less than 2 Years	**4**	**11.4**
2–5 Years	**10**	**28.6**
6–10 Years	**13**	**37.1**
More than 10 Years	**8**	**22.9**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.5 indicate that 13 respondents (37.1%) had work experience ranging from 6 to 10 years, making this the largest group. Respondents with 2 to 5 years of experience were 10 (28.6%), while those with more than 10 years of experience were 8 (22.9%). Only 4 respondents (11.4%) had less than 2 years of work experience. These findings suggest that most respondents had considerable experience in their respective duties and were therefore capable of providing reliable information regarding records management practices and transparency at Bagamoyo District Land Council.

4.3 Findings on the Existence of Records Management Policies and Procedures

This section presents findings related to the first objective, which sought to examine the existence of policies and procedures for managing records at Bagamoyo District Land Council. The analysis is based on responses obtained through questionnaires and supported by interview findings from key informants.

4.3.1 Types of Records Handled at Bagamoyo District Land Council

The first question sought to identify the types of records handled at Bagamoyo District Land Council. Understanding the types of records managed by the council is important because it provides an overview of the recordkeeping environment and the methods used to support administrative and land-related activities.

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Table 4.6: Types of records handled at Bagamoyo District Land Council

Type of Records	Frequency	Percentage (%)
Electronic Records	**8**	**22.9**
Paper-Based Records	**15**	**42.9**
Hybrid Records (Paper and Electronic)	**12**	**34.3**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.6 show that 15 respondents, equivalent to 42.9%, indicated that the council mainly handles paper-based records. Meanwhile, 12 respondents (34.3%) reported that the council uses a hybrid system consisting of both paper and electronic records. Only 8 respondents (22.9%) stated that electronic records are mainly used.

These findings suggest that paper-based records remain the dominant form of recordkeeping at Bagamoyo District Land Council. However, the presence of hybrid records indicates that efforts have been made to incorporate electronic recordkeeping practices into the management of land-related information. The continued reliance on paper records may affect the speed of records retrieval and access, particularly when handling large volumes of land records and dispute files.

An interview with a registry officer further revealed that although some records are maintained electronically, most land-related records are still kept in physical files due to legal and administrative requirements. The officer noted that paper records continue to serve as the primary source of evidence during land dispute resolution and administrative decision-making.

4.3.2 Availability of Records Management Policies and Procedures

The study sought to determine whether Bagamoyo District Land Council has documented policies and procedures for managing records. The existence of such policies is important because they provide guidance on records creation, maintenance, storage, access, and disposal.

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Table 4.7: Availability of records management policies and procedures

Response	Frequency	Percentage (%)
Yes	**24**	**68.6**
No	**5**	**14.3**
Not Sure	**4**	**11.4**
No Idea	**2**	**5.7**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.7 indicate that 24 respondents (68.6%) reported that the council has documented records management policies and procedures. However, 5 respondents (14.3%) stated that such policies do not exist, while 4 respondents (11.4%) were not sure. The remaining 2 respondents (5.7%) indicated that they had no idea whether such policies existed.

These findings suggest that records management policies and procedures are available at Bagamoyo District Land Council. However, the responses from some staff members who were unsure or unaware of the policies may indicate gaps in communication, awareness, or implementation. Effective records management requires not only the existence of policies but also staff awareness and adherence to them.

Interview findings supported these results. One key informant explained that the council follows records management guidelines issued by the government and applies established procedures for creating, storing, and managing records. However, the informant acknowledged that not all staff are fully familiar with these procedures.

4.3.3 Availability of Documentation Showing Records Created and Received

The study sought to determine whether there is documentation showing all records created and received at Bagamoyo District Land Council. Such documentation is important because it helps organisations monitor records, maintain accountability, and ensure easy retrieval of information when needed.

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Table 4.8: Availability of documentation showing records created and received

Response	**Frequency**	**Percentage(%)**
Yes	**27**	**77.1**
No	**3**	**8.6**
Not Sure	**4**	**11.4**
No Idea	**1**	**2.9**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.8 indicate that 27 respondents, equivalent to 77.1%, reported that the council maintains documentation showing records created and received. Meanwhile, 3 respondents (8.6%) stated that such documentation does not exist. Additionally, 4 respondents (11.4%) were not sure, while 1 respondent (2.9%) indicated having no idea.

These findings suggest that Bagamoyo District Land Council maintains records documentation systems that help track records created and received within the institution. Such documentation is important for ensuring accountability, monitoring records movement, and supporting transparency in administrative processes. However, the responses from staff who were uncertain about the existence of such documentation may indicate limited awareness among some employees regarding records management practices.

Interview findings revealed that the council maintains registers and other recordkeeping tools to document records received and created. One interviewee explained that incoming and outgoing records are recorded to facilitate monitoring and retrieval whenever needed. The interviewee further noted that proper documentation helps reduce the risk of missing records and improves the efficiency of service delivery.

4.3.4 Classification System Used in Arranging Records

The study further sought to identify the classification system used in arranging records at Bagamoyo District Land Council. A proper classification system is important because it supports efficient filing, retrieval, and management of records.

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Table 4.9: Classification system used in arranging records

Classification System	Frequency	Percentage (%)
Alphabetical	**6**	**17.1**
Numerical	**8**	**22.9**
Subject-Based	**15**	**42.9**
Alpha-Numeric	**5**	**14.3**
Other	**1**	**2.9**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.9 show that 15 respondents (42.9%) indicated that records are arranged using a subject-based classification system. This was followed by numerical classification reported by 8 respondents (22.9%). Alphabetical classification was reported by 6 respondents (17.1%), while 5 respondents (14.3%) indicated the use of an alpha-numeric system. Only 1 respondent (2.9%) reported the use of another classification method.

The findings suggest that the subject-based classification system is the most commonly used method at Bagamoyo District Land Council. This may be because land records are often organised according to subjects such as land disputes, land allocation, valuation, and other land administration activities. A subject-based system may facilitate easier retrieval of records and improve access to information needed for decision-making and service delivery.

Interview findings also revealed that classification of records follows established procedures to ensure that files are arranged systematically and can be retrieved whenever required. One key informant explained that proper classification reduces misfiling and improves efficiency in records management.

4.3.5 Summary of Findings for Objective One

The findings indicate that Bagamoyo District Land Council has records management policies and procedures in place, maintains documentation of records created and received, and uses a subject-based classification system for arranging records. However, the findings also reveal that some staff members are not fully aware of the

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existing records management procedures, suggesting a need for increased awareness and communication regarding records management practices within the council.

4.4 Findings on Staff Awareness and Compliance with Records Management Practices

This section presents findings related to the second objective, which sought to examine the level of staff awareness and compliance with current records management practices at Bagamoyo District Land Council. The findings are based on responses collected through Likert-scale questions and supported by interview responses from key informants.

4.4.1 Staff Awareness of Records Management Policies

The study sought to determine whether staff members are aware of the existing records management policies in the council. Staff awareness is important because employees can only comply with procedures that they understand and recognize.

Table 4.10: Staff awareness of records management policies

Response	Frequency	Percentage (%)
Strongly Disagree	**1**	**2.9**
Disagree	**3**	**8.6**
Neutral	**4**	**11.4**
Agree	**16**	**45.7**
Strongly Agree	**11**	**31.4**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.10 show that 16 respondents (45.7%) agreed that they are aware of the existing records management policies in the council, while 11 respondents (31.4%) strongly agreed. On the other hand, 3 respondents (8.6%) disagreed and 1 respondent (2.9%) strongly disagreed. Additionally, 4 respondents (11.4%) remained neutral.

These findings indicate that the majority of staff members are aware of records management policies and procedures used within the council. This level of awareness is important because it supports proper records creation, storage, and retrieval. However, the presence of respondents who disagreed or remained neutral

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suggests that some employees may still require additional orientation and awareness programs.

Interview findings supported these results. One key informant stated that staff members are introduced to records management procedures during their work and are expected to follow the established guidelines when handling records.

4.4.2 Understanding of Records Management Procedures

The study further examined whether staff members understand the procedures used in creating and filing records.

Table 4.11: Understanding of records management procedures

Response	Frequency	Frequency
Strongly Disagree	**1**	**2.9**
Disagree	**2**	**5.7**
Neutral	**5**	**14.3**
Agree	**17**	**48.6**
Strongly Agree	**10**	**28.6**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.11 indicate that 17 respondents (48.6%) agreed that they understand records management procedures, while 10 respondents (28.6%) strongly agreed. A small number of respondents disagreed or strongly disagreed, accounting for 8.6% combined. Furthermore, 14.3% remained neutral.

The findings suggest that most staff members understand the procedures used in managing records. This understanding is important because it helps ensure consistency in records creation, filing, storage, and retrieval activities. Proper understanding of procedures also reduces errors and improves accountability in records management.

Interview responses revealed that staff members receive guidance from supervisors and experienced officers when handling records. This practice helps improve understanding of records management procedures.

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4.4.3 Staff Compliance with Records Management Procedures

The study sought to determine whether staff members consistently follow established records management procedures.

Table 4.12: Staff compliance with records management procedures

Response	**Frequency**	**Percentage (%)**
Strongly Disagree	**2**	**5.7**
Disagree	**3**	**8.6**
Neutral	**4**	**11.4**
Agree	**15**	**42.9**
Strongly Agree	**11**	**31.4**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.12 show that 15 respondents (42.9%) agreed that staff members comply with records management procedures, while 11 respondents (31.4%) strongly agreed. However, 5 respondents (14.3%) disagreed or strongly disagreed, and 4 respondents (11.4%) remained neutral.

These findings indicate that compliance with records management procedures is generally high within the council. Nevertheless, the existence of some negative responses suggests that not all staff consistently follow the required procedures. Such situations may affect records quality, accessibility, and transparency.

One interviewee explained that although most staff comply with records management procedures, occasional challenges arise due to workload and limited staff capacity.

4.4.4 Management Monitoring of Compliance

The study also examined whether management regularly monitors staff compliance with records management standards.

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Table 4.13: Management monitoring of compliance

Response	**Frequency**	**Percentage (%)**
Strongly Disagree	**2**	**5.7**
Disagree	**4**	**11.4**
Neutral	**5**	**14.3**
Agree	**14**	**40.0**
Strongly Agree	**10**	**28.6**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.13 indicate that 14 respondents (40.0%) agreed that management regularly monitors compliance with records management procedures, while 10 respondents (28.6%) strongly agreed. However, 6 respondents (17.1%) disagreed or strongly disagreed, and 5 respondents (14.3%) remained neutral.

These findings suggest that management plays an active role in monitoring records management practices within the council. Regular monitoring helps ensure that procedures are followed and supports accountability in records handling. However, some respondents felt that monitoring could be improved to strengthen compliance further.

Interview findings revealed that supervisors conduct routine checks and provide guidance to staff regarding proper records management practices. This monitoring helps reduce errors and improve adherence to established procedures.

4.5 Findings on Records Access and Retrieval Efficiency

This section presents findings related to the third objective, which sought to assess the efficiency of records access and retrieval efficiency at Bagamoyo District Land Council. Efficient records access and retrieval are important because they support timely decision-making, transparency, and effective service delivery. The findings are based on questionnaire responses and supported by interview findings.

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4.5.1 Ability to Locate Records Quickly When Needed

The study sought to determine whether records can be located quickly whenever they are required for administrative activities and decision-making.

Table 4.14: Ability to locate records quickly when needed

Response	**Frequency**	**Percentage (%)**
Strongly Disagree	**2**	**5.7**
Disagree	**4**	**11.4**
Neutral	**5**	**14.3**
Agree	**15**	**42.0**
Strongly Agree	**9**	**25.7**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.14 indicate that 15 respondents (42.9%) agreed that records can be located quickly when needed, while 9 respondents (25.7%) strongly agreed. However, 6 respondents (17.1%) disagreed or strongly disagreed, and 5 respondents (14.3%) remained neutral.

These findings suggest that records are generally accessible within the council. However, the responses from some respondents indicate that challenges still exist in locating certain records promptly. Delays in locating records may affect service delivery and decision-making processes.

An interview with a records officer revealed that retrieval of records is generally efficient when records are properly classified and filed, but occasional delays occur when files are misplaced or requested simultaneously by different offices.

4.5.2 Effectiveness of the Filing System in Records Retrieval

The study examined whether the existing filing system supports easy retrieval of records.

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Table 4.15: Effectiveness of the filing system

Response	**Frequency**	**Percentage (%)**
Strongly Disagree	**1**	**2.9**
Disagree	**5**	**14.3**
Neutral	**4**	**11.4**
Agree	**16**	**45.7**
Strongly Agree	**9**	**25.7**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.15 show that 16 respondents (45.7%) agreed that the filing system allows easy retrieval of records, while 9 respondents (25.7%) strongly agreed. Meanwhile, 6 respondents (17.2%) disagreed or strongly disagreed, and 4 respondents (11.4%) remained neutral.

These findings indicate that the filing system is generally effective in supporting records retrieval. The use of classification systems and records documentation appears to facilitate access to information. However, some respondents believed that improvements are still needed to make retrieval more efficient.

Interview findings revealed that subject-based classification has helped staff locate files more easily, especially those related to land disputes and administrative matters.

4.5.3 Availability of File Movement Control Procedures

The study sought to determine whether there are procedures for controlling the movement of files within the council.

Table 4.16: Availability of file movement control procedures

Response	**Frequency**	**Percentage(%)**
Yes	**29**	**82.9**
No	**3**	**8.6**
Not sure	**3**	**8.6**
Total	**35**	**100**

Source: Field data (2026)

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The findings in Table 4.16 indicate that 29 respondents (82.9%) confirmed the existence of procedures for controlling file movements. However, 3 respondents (8.6%) reported that such procedures do not exist, while another 3 respondents (8.6%) were not sure.

The findings suggest that the council has established mechanisms for monitoring file movements. These mechanisms help reduce file loss, improve accountability, and ensure that records can be traced whenever required.

According to interview findings, movement cards and file registers are commonly used to monitor file circulation between offices and departments.

4.5.4 Effects of Retrieval Delays on Transparency and Service Delivery

The study examined whether delays in retrieving records affect transparency and service delivery within the council.

Table 4.17: Effects of retrieval delays on transparency and service delivery

Response	**Frequency**	**Percentage (%)**
Strongly Disagree	**1**	**2.9**
Disagree	**3**	**8.6**
Neutral	**3**	**8.6**
Agree	**17**	**48.6**
Strongly Agree	**11**	**31.4**
Total	**35**	**100**

Source: Field data (2026)

The findings in Table 4.17 show that 17 respondents (48.6%) agreed and 11 respondents (31.4%) strongly agreed that delays in retrieving records affect transparency and service delivery. Only 4 respondents (11.4%) disagreed or strongly disagreed, while 3 respondents (8.6%) remained neutral.

These findings indicate that efficient records retrieval plays a significant role in supporting transparency within the council. Delays in accessing records may slow decision-making, affect responses to public inquiries, and reduce confidence in administrative processes.

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One interviewee stated that timely retrieval of land records is important because many decisions depend on accurate and readily available information. Delays may lead to complaints from citizens and affect public trust in the institution.

4.5.5 Challenges Affecting Records Access and Retrieval

The open-ended question and interviews revealed several challenges affecting records access and retrieval at Bagamoyo District Land Council. The major challenges identified included:

- Inadequate storage facilities for some records.
- Misfiling of records in a few cases.
- Limited use of electronic records management systems.
- Shortage of records management equipment.
- Increasing volume of records requiring storage and management.

Interview respondents also noted that some delays occur when older records are requested because they require additional time to locate and verify.

4.6 Discussion of Findings

4.6.1 Discussion on Records Management Policies and Procedures

The first objective of the study sought to examine the existence of records management policies and procedures at Bagamoyo District Land Council. The findings revealed that the majority of respondents confirmed the existence of records management policies and procedures within the council. The findings also showed that documentation for records created and received is maintained and that a subject-based classification system is commonly used in arranging records.

These findings suggest that Bagamoyo District Land Council has established a framework for managing records and supporting accountability in its operations. The availability of records management policies and procedures provides guidance for records creation, classification, storage, and retrieval. Proper implementation of these procedures contributes to consistency in records management practices and supports transparency in decision-making.

The findings are consistent with Franks (2018), who argues that records management policies provide standards and responsibilities that ensure records are managed in a systematic manner. Similarly, Mutula and Wamukoya (2019) found that effective implementation of records management policies improves transparency and service delivery in public institutions. The findings also support those of Maseh and

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Kalusopa (2021), who emphasise that proper implementation of records management procedures contributes to improved accountability and organisational efficiency.

However, the findings further revealed that some respondents were not aware of the existence of records management policies and procedures. This suggests that although policies may exist, communication and awareness among staff members may not be fully effective. Similar observations were reported by Lowry and Wamukoya (2016), who found that records management policies often fail to achieve their intended objectives when they are not adequately communicated to employees.

Interview findings also showed that the council follows government guidelines for managing records and maintains documentation for records created and received. This practice supports transparency because it allows records to be traced and verified whenever they are required. Proper documentation reduces the risk of missing records and strengthens accountability in land administration activities.

Generally, the findings indicate that records management policies and procedures play an important role in enhancing transparency at Bagamoyo District Land Council. Nevertheless, continuous efforts are needed to ensure that all staff members are aware of these policies and consistently apply them in their daily activities.

4.6.2 Discussion on Staff Awareness and Compliance with Records Management Practices

The second objective of the study sought to examine the level of staff awareness and compliance with current records management practices at Bagamoyo District Land Council. The findings revealed that the majority of respondents were aware of the existing records management policies and understood the procedures used in creating, filing, storing, and retrieving records. The findings further showed that most staff members complied with established records management procedures and that management regularly monitored compliance.

These findings indicate that staff awareness plays an important role in promoting effective records management practices. When employees understand records management policies and procedures, they are more likely to handle records properly and comply with organisational requirements. Proper compliance contributes to the creation of reliable records, efficient retrieval of information, and improved transparency in institutional operations.

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The findings are consistent with Oliver and Foscarini (2016), who argue that the success of records management programs depends largely on staff knowledge and understanding of recordkeeping requirements. Employees who are aware of records management procedures are more likely to apply them correctly in their daily activities. Similarly, Ibrahim and Mnjama (2021) found that staff awareness and professional training improve compliance with records management standards in public institutions.

The findings also support the views of Katuu (2020), who emphasises that public servants must possess adequate knowledge of records management practices to ensure the authenticity, reliability, and accessibility of records. In modern organisations, both paper-based and electronic records require staff who understand the principles and procedures governing their management.

However, the findings revealed that a small number of respondents were either uncertain about records management policies or indicated that compliance with procedures was not always consistent. This suggests that challenges still exist in ensuring that all employees possess the same level of understanding and commitment to records management practices. Similar findings were reported by Chaterera (2017), who observed that limited knowledge of records management standards among government employees often results in poor filing practices and weak records control.

Interview findings further revealed that staff members receive guidance from supervisors and experienced officers regarding records management procedures. The interviews also indicated that management conducts routine monitoring to ensure compliance with established standards. Such practices contribute to improved accountability and support transparency within the council.

Overall, the findings suggest that staff awareness and compliance contribute significantly to effective records management and transparency at Bagamoyo District Land Council. Nevertheless, continuous training, supervision, and awareness programs remain important in strengthening compliance and ensuring that all staff members consistently follow records management procedures.

4.6.3 Discussion on Records Access and Retrieval Efficiency

The third objective of the study sought to assess the efficiency of records access and retrieval efficiency at Bagamoyo District Land Council. The findings revealed that

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most respondents agreed that records can be located and retrieved within a reasonable time whenever they are needed. The findings also showed that the council has procedures for controlling file movements and maintaining accountability in records handling. However, some respondents reported challenges such as inadequate storage facilities, occasional misfiling of records, and limited use of electronic records management systems.

These findings suggest that effective records access and retrieval systems contribute significantly to transparency and service delivery. When records can be retrieved quickly and accurately, decision-makers are able to access reliable information, respond to public inquiries promptly, and resolve disputes efficiently. This improves accountability and strengthens public confidence in institutional operations.

The findings are consistent with Ngoepe and Saurombe (2019), who argue that efficient access to records supports accountability and transparency by ensuring that information is available whenever required. Similarly, Franks (2018) emphasises that records retrieval systems are essential for enabling organisations to locate information quickly and support operational activities effectively.

The findings also support those of Mutula and Wamukoya (2019), who found that effective records retrieval systems contribute to improved service delivery in public institutions. Their study noted that delays in retrieving records often lead to inefficiencies, slow decision-making, and reduced public satisfaction. In the present study, the majority of respondents agreed that delays in records retrieval negatively affect transparency and service delivery, which supports these observations.

Furthermore, interview findings revealed that file movement control procedures such as movement registers and file tracking mechanisms are used to monitor the circulation of records within the council. These procedures help reduce file loss and improve accountability. However, interviewees also noted that retrieval challenges may occur when dealing with older records, particularly where storage facilities are limited or where records have not been digitized.

The findings further support the arguments of Katuu (2020), who emphasises the importance of integrating electronic records management systems into public institutions. Electronic systems can improve records retrieval speed, reduce misfiling, and enhance access to information. The limited use of electronic records

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management systems observed in this study suggests that there is still room for improvement in modernizing records management practices at the council.

Generally, the findings indicate that records access and retrieval systems at Bagamoyo District Land Council are generally effective and contribute positively to transparency. However, addressing challenges related to storage facilities, misfiling, and limited digitization would further improve retrieval efficiency and support better service delivery.

4.7 Chapter Summary

This chapter presented, analysed, and discussed the findings of the study on the role of records management in enhancing transparency at Bagamoyo District Land Council. The findings showed that the council has records management policies and procedures in place and maintains documentation for records created and received. The study also found that most staff members are aware of records management policies, understand records management procedures, and generally comply with established practices.

Furthermore, the findings revealed that records access and retrieval systems are generally effective, supported by file movement control procedures and records classification systems. However, challenges such as inadequate storage facilities, occasional misfiling of records, and limited use of electronic records management systems continue to affect records management practices. The chapter also discussed the findings in relation to previous studies and demonstrated how effective records management contributes to transparency, accountability, and improved service delivery at Bagamoyo District Land Council.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the major findings of the study, conclusions drawn from the findings, and recommendations for improving records management practices at Bagamoyo District Land Council. The chapter is organized according to the study objectives and highlights how records management contributes to transparency within the council.

5.2 Summary of Findings

The study sought to assess the role of records management in enhancing transparency at Bagamoyo District Land Council. The study was guided by three specific objectives, namely examining the existence of records management policies and procedures, assessing staff awareness and compliance with records management practices, and evaluating the efficiency of records access and retrieval efficiency.

5.2.1 Records Management Policies and Procedures

The findings revealed that Bagamoyo District Land Council has records management policies and procedures that guide the management of records within the institution. The study further found that documentation showing records created and received is maintained and that a subject-based classification system is commonly used for arranging records. These practices support accountability, proper recordkeeping, and transparency in administrative operations.

5.2.2 Staff Awareness and Compliance with Records Management Practices

The study found that most staff members are aware of records management policies and understand the procedures used in managing records. The findings also revealed that staff generally comply with established records management practices and that management conducts monitoring activities to ensure compliance. However, a few respondents indicated limited awareness and inconsistent compliance with some procedures.

5.2.3 Records Access and Retrieval Efficiency

The findings showed that records can generally be located and retrieved within a reasonable time. The council also has file movement control procedures that support accountability and monitoring of records. However, challenges such as inadequate

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storage facilities, occasional misfiling of records, and limited use of electronic records management systems were identified. The findings further revealed that delays in records retrieval negatively affect transparency and service delivery.

5.3 Conclusion

The study concludes that records management plays an important role in enhancing transparency at Bagamoyo District Land Council. The existence of records management policies and procedures, staff awareness and compliance, and effective records access and retrieval systems contribute to accountability and efficient service delivery. Proper records management enables the council to maintain reliable information, support decision-making, and improve access to records when needed.

Despite these positive findings, the study identified several challenges that continue to affect records management practices, including inadequate storage facilities, occasional misfiling of records, and limited use of electronic records management systems. Addressing these challenges would further strengthen transparency and improve the effectiveness of records management within the council.

5.4 Recommendations

5.4.1 Improvement of Records Management Policies and Procedures

Bagamoyo District Land Council should continue strengthening the implementation of records management policies and procedures. Regular reviews of records management practices should be conducted to ensure that staff follow established guidelines and standards.

5.4.2 Staff Training and Awareness

The council should provide regular training programs to improve staff awareness and understanding of records management practices. Continuous training will help employees apply records management procedures correctly and consistently.

5.4.3 Strengthening Records Access and Retrieval Systems

The council should improve records access and retrieval systems by strengthening filing procedures and ensuring proper control of file movements. This will reduce delays in locating records and improve service delivery.

5.4.4 Adoption of Electronic Records Management Systems

The council should increase the use of electronic records management systems to improve records storage, retrieval, and security. Electronic systems can help reduce

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misfiling, improve access to information, and support transparency in administrative processes.

5.4.5 Improvement of Storage Facilities

The council should improve storage facilities for records to ensure their safety and accessibility. Adequate storage space and proper records preservation measures will help protect records from damage and loss.

5.5 Areas for Further Research

Future studies may examine the role of electronic records management systems in improving transparency and service delivery in Local Government Authorities. Researchers may also conduct similar studies in other District Land Councils to compare records management practices and identify common challenges affecting transparency.

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APPENDIX I

QUESTIONNAIRE FOR BAGAMOYO DISTRICT LAND COUNCIL

I am a student at the School of Library, Archives and Documentation Studies (SLADS), Bagamoyo, completing an Ordinary Diploma in Records, Archives and Information Management. As part of the requirements for the award of the diploma, I am conducting a study titled, "The Role of Records Management in Enhancing Transparency in Local Government Authorities in Tanzania: A Case of Bagamoyo District Land Council."

Kindly fill out the questionnaire as honestly as possible. All respondents' answers will be used only for academic research purposes.

Thank you,

Jesca Moses Kibona — Mobile: +255 782 359 897

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please tick (✓) where applicable.

1. Sex
   a) Male ( )
   b) Female
2. Age ( )
   a) 18-28
   b) 29-39 ( )
   c) 40-49
   d) 50 and above ( )
3. Level of education?
   a) Masters ( )
   b) Degree
   (c) Diploma ( )
   (d) Certificate ( )

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4. What is your working experience? (Years)

a) Less than 1 year ( )
b) 1-5 ( )
c) 6-10 ( )
d) 11 and above ( )

SECTION B: RECORDS MANAGEMENT POLICIES AND PROCEDURES

Please tick (✓) where applicable.

1. What are the main kinds of records handled in your registry?

a) Electronic records ( )
b) Paper-based records ( )
c) Hybrid (both paper and electronic) ( )

2. Does your office have documented guidelines stating which records should be created and retained?

a) Yes ( )
b) No ( )
c) Not sure ( )
d) No idea ( )

3. Is there any documentation that lists all records created and received in your registry?

a) Yes ( )
b) No ( )
c) Not sure ( )
d) No idea ( )

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4. What type of classification system is used in arranging records in your registry?

a) Alphabetical ( )
b) Numerical ( )
c) Subject-based ( )
d) Alpha-numeric ( )
e) Other (specify) ( ) _____

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SECTION C: STAFF AWARENESS AND COMPLIANCE

NO	STATEMENT	Strongly agree	Agree	Disagree	Strongly Disagree	strongly disagree
1.	I am aware of the existing records managem policy in this office.					
2.	I understand the procedures for creating and filing records in this office.					
3.	Staff in this office consistently follow established records management procedures					
4.	Management regularly monitors compliance with records management standards.					

SECTION D: RECORDS ACCESS AND RETRIEVAL ACCURACY

Tick *(✓)* the boxes that most closely match your opinion.

NO	STATEMENT	Strongl agree	Agree	Disagree	Strongly Disagree	strongly disagree
1.	Records can be located quickly when needed.					
2.	The current filing system allows easy retrieval records.					
3.	There are clear procedures for controlling file movements.					
4.	Delays in retrieving records affect service delivery and transparency.					

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In your opinion, what challenges affect the efficiency of records access and retrieval in this office, and how do these challenges influence transparency in service delivery? specify below:

……..……
……
……..……
……
……..……
……
……..……
……

Thank you for your cooperation*

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APPENDIX II

INTERVIEW GUIDE FOR KEY INFORMANTS

Title of the Study:

The Role of Records Management in Enhancing Transparency in Local Government Authorities in Tanzania: A Case of Bagamoyo District Land Council

The purpose of this interview is to collect additional information about records management practices and how they influence transparency at Bagamoyo District Land Council. The information provided will be used strictly for academic purposes, and your responses will remain confidential.

Section A: Records Management Policies and Procedures

1. Are there formal policies or guidelines for managing records at Bagamoyo District Land Council?
2. How are records created, classified, and stored in the council?
3. What challenges does the council face in implementing records management policies and procedures?

Section B: Staff Awareness and Compliance

4. How aware are staff members of the existing records management policies and procedures?
5. Are staff members trained in records management practices? If yes, how often is training conducted?
6. In your opinion, do staff members comply with records management procedures? Please explain.

Section C: Records Access and Retrieval

7. How are records accessed and retrieved when needed for decision-making or land dispute resolution?
8. What challenges are experienced when locating or retrieving records?

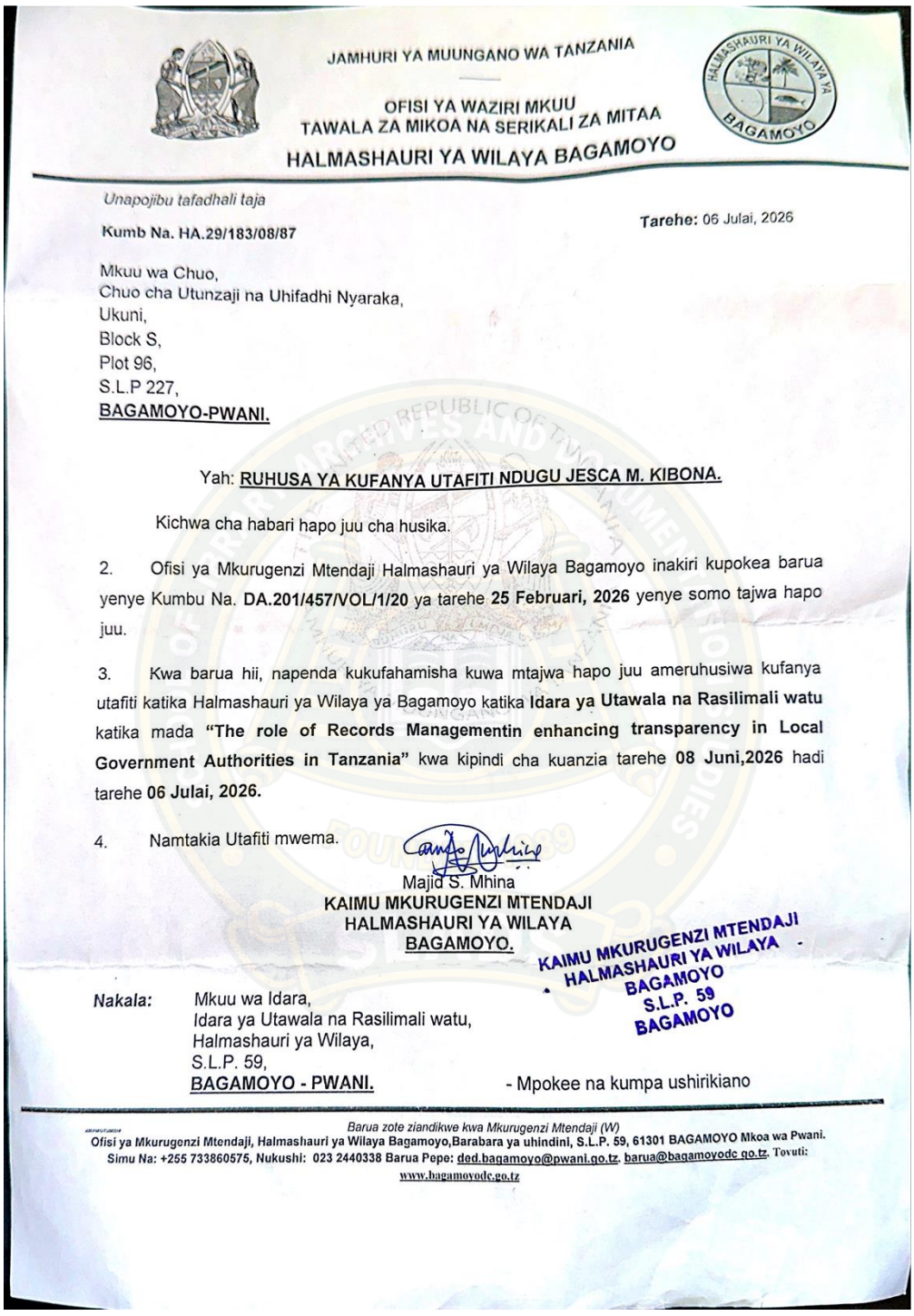
Section D: Records Management and Transparency

9. In your opinion, how does records management contribute to transparency in the council?
10. What improvements would you suggest to strengthen records management and transparency at Bagamoyo District Land Council?

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APPENDIX II

APPROVAL LETTER



JAMHURI YA MUUNGANO WA TANZANIA

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

Unapojibu tafadhali taja

Kumb Na. HA.29/183/08/87

Tarehe: 06 Julai, 2026

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

Yah: **RUHUSA YA KUFANYA UTAFITI NDUGU JESCA M. KIBONA.**

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakiri kupokea barua yenye Kumbu 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 ameruhusiwa kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika **Idara ya Utawala na Rasilimali watu** katika mada **"The role of Records Managementin enhancing transparency in Local Government Authorities in Tanzania"** kwa kipindi cha kuanzia tarehe **08 Juni,2026** hadi tarehe **06 Julai, 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 Mkoa wa Pwani.
Simu Na: +255 733860575, Nukushi: 023 2440338 Barua Pepe: ded.bagamoyo@pwani.go.tz, barua@bagamoyodc.go.tz, Tovuti:
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