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(SLADS - BAGAMOYO)

RESEARCH REPORT ON

ASSESSMENT OF THE IMPACT OF RECORDS MANAGEMENT TRAINING ON THE EFFICIENCY OF RECORDS PERSONNEL IN TANZANIA: A CASE STUDY BAGAMOYO DISTRICT COUNCIL

BY

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A Research Report Submitted to the School of Library, Archives and Documentation Studies Seeking Approval to Undertake a Research Study For Partial Fulfillment on the Award of Ordinary Diploma in Records and Archives Management (RAM)

August, 2026

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CERTIFICATION

I hereby certify that this research report entitled “An Assessment of the Impact of Records Management Training on the Efficiency of Records Personnel in Tanzania: A Case Study Bagamoyo District Council registry” was carried out by Daniel Natupuko Kiseri under my supervision. This report has been submitted in partial fulfilment of the requirements for the award of an Ordinary Diploma in Records and Archives Management at the School of Library, Archives and Documentation Studies (SLADS). To the best of my knowledge, it is my original work and has not been submitted to any other institution for the award of any academic qualification.

Supervisor's Name: _____

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DECLARATION

I, Daniel Natupuko Kiseri, declare that this research report is my own original work and that it has not been submitted to any other college or university for the award of any academic qualification. All sources of information used in this study have been fully acknowledged through appropriate citations and references.

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May Almighty God bless everyone who contributed to the successful completion of report

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DEDICATION

I dedicate this research report to my beloved father, mother, relatives, and my supervisor, Mr. Christopher Gwalugwa, whose support, encouragement, and guidance inspired me throughout my studies. May Almighty God bless you all with good health and long life.

Signature……

Date ……

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LIST OF ABBREVIATIONS

ICT –	Information and Communication Technology
ISO –	International Organization for Standardization
IRMT –	International Records Management Trust
NARA –	National Archives and Records Administration
URT –	United Republic of Tanzania
RAM Act –	Records and Archives Management Act
RAM Policy –	Records and Archives Management Policy

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ABSTRACT

Effective records management is essential for promoting accountability, transparency, efficient service delivery, and informed decision-making in public institutions. However, many local government authorities in Tanzania continue to experience challenges related to inadequate records management practices due to limited professional training among records personnel. This study assessed the impact of records management training on the efficiency of records personnel in Tanzania,

The study was guided by four specific objectives: to examine the existing records management training programmes, to evaluate the efficiency of records personnel before and after training, to identify challenges affecting the implementation of records management training, and to determine the relationship between records management training and organizational efficiency. A descriptive research design and a mixed-methods approach were employed. Data were collected from 26 respondents through questionnaires, interviews, and document review. Quantitative data were analysed using descriptive statistics, including frequencies and percentages, while qualitative data were analysed using thematic analysis.

The findings revealed that records management training significantly improved employees' knowledge, skills, and competencies .The study further established that trained personnel performed their duties more efficiently, resulting in improved organizational performance and service delivery. Despite these positive outcomes, the study identified several challenges affecting the implementation of records management training, including inadequate financial resources, limited training opportunities, and insufficient Information

study concluded that records management training is crucial in improving the efficiency of records personnel. I recommend that bagamoyo district council strengthen continuous training programmes, and allocate adequate financial resources .it enhance institutional support to achieve effective and sustainable records management practice.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Overview of the Study

This chapter presents the background to the study, statement of the problem, objectives, research questions, significance, scope, limitations, and definitions of key terms. It sets the foundation by explaining why records management training is important, how it affects efficiency, and why Bagamoyo District Council was chosen as the focus.

1.1 Background of the Study

Records management has become an essential component of organizational governance because it supports accountability, transparency, efficiency, and evidence-based decision-making. Every organization depends on reliable records to conduct its daily operations, preserve institutional memory, comply with legal requirements, and provide quality services to stakeholders. According to ISO 15489-1:2016, records should be created, captured, maintained, used, and disposed of systematically throughout their life cycle to ensure their authenticity, reliability, integrity, and usability. This demonstrates that effective records management is not only a legal requirement but also a strategic resource for organizational performance.

Globally, governments and organizations have increasingly recognized that the efficiency of records management systems depends largely on the competence of records personnel. Institutions in developed countries invest substantially in continuous professional training to equip records personnel with the knowledge and practical skills required to manage both paper-based and electronic records effectively. The National Archives and Records Administration (NARA) in the United States emphasizes that continuous professional development enables records personnel to improve information accessibility, strengthen accountability, reduce operational risks, and support effective

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decision-making within public institutions (NARA, 2020). Likewise, the International Records Management Trust (IRMT) highlights that regular training enhances professional competence, promotes compliance with legal and regulatory requirements, and improves the overall quality of records management practices (IRMT, 2022).

In Africa, many public institutions continue to experience challenges associated with ineffective records management systems. These challenges include inadequate financial resources, insufficient professional training, shortage of qualified records personnel, weak implementation of records management policies, and limited Information and Communication Technology (ICT) infrastructure. Studies conducted by Kemoni and Ngulube (2008) and Ngulube (2019) revealed that inadequate staff training has contributed to poor records organization, delays in records retrieval, loss of important information, weak accountability, and poor public service delivery in several African countries. These findings demonstrate that strengthening records management training is essential for improving institutional efficiency across the continent.

In Tanzania, the Government has established legal and policy frameworks to strengthen records management in public institutions. These include the Records and Archives Management Act No. 3 of 2002, the National Records and Archives Management Policy of 2011, and other government guidelines aimed at promoting proper records management practices. These frameworks require public institutions to establish efficient records management systems and ensure that records personnel receive appropriate professional training to improve service delivery, transparency, and accountability (URT, 2002; URT, 2011). Despite these efforts, several studies have reported that many public institutions continue to face challenges such as inadequate staff training, poor records storage facilities, limited ICT infrastructure, weak implementation of records management policies, and insufficient financial support for capacity building (Pessa, 2014; Kimario, 2022).

Bagamoyo District Council, like many other local government authorities in Tanzania, relies heavily on effective records management to support administrative operations,

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financial management, human resource administration, and public service delivery. However, observations and previous studies indicate that the Council has experienced challenges related to limited professional training, inadequate modern records management technologies, inconsistent records management practices, and insufficient capacity building for records personnel. These challenges have affected records accessibility, retrieval, security, and timely decision-making, thereby reducing organizational efficiency and service delivery. Therefore, assessing the impact of records management training on the efficiency of records personnel is essential for identifying existing gaps and proposing practical strategies for improving records management practices at Bagamoyo District Council and other public institutions in Tanzania

1.2 Statement of the Problem

Records management training plays a vital role in improving the knowledge, skills, and professional competence of records personnel, which ultimately enhances organizational efficiency, accountability, transparency, and service delivery. Although the Government of Tanzania has established the Records and Archives Management Act No. 3 of 2002, the National Records and Archives Management Policy of 2011, and other guidelines to strengthen records management practices in public institutions, many local government authorities continue to experience weaknesses in the implementation of effective records management systems.

Previous studies conducted in Tanzania and other African countries have reported persistent challenges such as inadequate professional training, poor records classification and filing systems, limited use of Information and Communication Technology (ICT), shortage of qualifirecords personnel, inadequate financial resources, and weak institutional support (Pessa, 2014; Ngulube, 2019; Kimario, 2022). These challenges have resulted in poor records accessibility, delays in records retrieval, loss of important documents, reduced accountability, and ineffective public service delivery.

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Despite the existence of these studies, limited empirical evidence specifically examines how records management training influences the efficiency of records personnel in local government authorities, particularly at Bagamoyo District Council. Most previous studies concentrated on electronic records management, records management practices, or challenges affecting records management in general, with little attention given to the direct relationship between professional training and the efficiency of records personnel.

Therefore, this study was conducted to assess the impact of records management training on the efficiency of records personnel at Bagamoyo District Council. The findings of the study are expected to provide evidence that will assist policymakers, public institutions, and records management professionals in strengthening training programmes and improving records management practices for enhanced organizational efficiency and service delivery.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to assess the impact of records management training on the efficiency of records personnel in Tanzania, using Bagamoyo District Council as a case study.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To assess the records management training programmes provided to records personnel at Bagamoyo District Council.

ii. To examine the influence of records management training on the efficiency of records personnel at Bagamoyo District Council.

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iii. To identify the challenges affecting the implementation of records management training programmes at Bagamoyo District Council.

iv. To examine the relationship between records management training and organizational efficiency at Bagamoyo District Council.

1.4 Research Questions

The study was guided by the following research questions:

i. What records management training programmes are provided to records personnel at Bagamoyo District Council?

ii. How does records management training influence the efficiency of records personnel at Bagamoyo District Council?

iii. What challenges affect the implementation of records management training programmes at Bagamoyo District Council?

iv. What is the relationship between records management training and organizational efficiency at Bagamoyo District Council

1.5 Significance of the Study

This study is expected to contribute significantly to the improvement of records management practices in public institutions in Tanzania. The findings of the study will benefit various stakeholders in the following ways:

Bagamoyo District Council: The findings will assist the Council in identifying strengths and weaknesses in its records management training programmes. The recommendations provided by the study will support management in developing effective training strategies, improving staff competence, strengthening records management practices, and enhancing organizational efficiency and service delivery.

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Records Personnel: The study will increase awareness among records personnel regarding the importance of continuous professional training in improving their knowledge, practical skills, and competencies in records creation, classification, filing, storage, retrieval, security, and disposal. This will contribute to improved job performance and professional development.

The Government of Tanzania and Policy Makers: The findings will provide useful information to government ministries, departments, agencies, and local government authorities in strengthening policies, strategies, and capacity-building programmes related to records and archives management. The study may also support informed decision-making regarding investment in staff training and records management systems.

Academic Institutions and Researchers: The study will contribute to the existing body of knowledge in the field of records and archives management. It will serve as a useful reference for students, lecturers, researchers, and other scholars interested in records management training, organizational efficiency, and public administration. Furthermore, it will provide a foundation for future studies on related topics.

The Public: Effective records management contributes to improved accountability, transparency, timely access to information, and efficient public service delivery. Therefore, the implementation of the study recommendations will ultimately benefit citizens by improving the quality of services provided by public institution

1.6 Scope of the Study

This study was conducted at Bagamoyo District Council in the Pwani Region, Tanzania. The study focused on assessing the impact of records management training on the efficiency of records personnel. Specifically, it examined the records management training programmes available to records personnel, assessed the influence of training on employees' efficiency, identified the challenges affecting the implementation of training

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programmes, and examined the relationship between records management training and organizational efficiency.

The study involved records personnel and other relevant employees working at Bagamoyo District Council who were directly involved in records management activities. Data were collected using questionnaires, interviews, and document review. The findings of this study are limited to Bagamoyo District Council and may not be generalized to all public institutions in Tanzania without considering differences in organizational structure, resources, and operating environment.

1.7 Limitations of the Study

During the course of this study, several limitations were encountered. Some respondents were reluctant to provide detailed information because they considered certain organizational information to be confidential. In addition, limited financial resources and time constrained the researcher from covering a wider geographical area and including more respondents.

Some respondents were also occupied with their daily work responsibilities, making it difficult to schedule interviews and administer questionnaires at convenient times. Despite these challenges, the researcher obtained officially permission from the relevant authorities, assured respondents of confidentiality and anonymity, and planned the data collection process carefully. These measures helped to minimize the impact of the limitations and ensured that reliable and valid data were collected for the study

1.8 Definition of Key Terms

1.8.1 Records Management

Records management refers to the systematic control of records throughout their entire life cycle, including their creation, receipt, classification, maintenance, storage, retrieval, use, preservation, and final disposal. Effective records management ensures that records

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remain authentic, reliable, accessible, and usable to support organizational operations, accountability, transparency, and legal compliance (ISO 15489-1, 2016).

1.8.2 Records Management Training

Records management training refers to the planned process of equipping records personnel with the knowledge, practical skills, and professional competencies required to manage records effectively in accordance with organizational policies, legal requirements, and international standards. Such training improves employees' ability to create, organize, maintain, retrieve, secure, preserve, and dispose of records efficiently (IRMT, 2022).

1.8.3 Records Personnel

Records personnel are employees who are responsible for creating, receiving, organizing, classifying, filing, storing, retrieving, preserving, and disposing of records within an organization. They ensure that records are properly managed to support administrative functions, decision-making, accountability, and service delivery (ISO 15489-1, 2016).

1.8.4 Organizational Efficiency

Organizational efficiency refers to the ability of an organization to achieve its goals by utilizing available resources effectively while maintaining high-quality service delivery. In this study, organizational efficiency refers to improved productivity, timely retrieval of records, reduced operational delays, better decision-making, increased accountability, and enhanced public service delivery resulting from effective records management training (Becker, 1993).

1.8.5 Public Institution

A public institution is an organization established and funded by the government to provide public services and implement government policies for the benefit of citizens. In

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this study, Bagamoyo District Council is regarded as a public institution responsible for delivering administrative and development services while ensuring proper management of public records (URT, 2002).United States

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of literature related to the assessment of records management training on the efficiency of records personnel in Tanzania. The chapter reviews existing knowledge from books, journals, reports, and other scholarly sources relevant to the study. It focuses on the conceptual literature review, empirical literature review, research gap, and conceptual framework. The purpose of reviewing the literature is to establish the existing body of knowledge, identify knowledge gaps, and provide a foundation for the current study (Creswell, 2018; Kothari, 2014).

2.1 Conceptual Literature Review

The conceptual literature review explains the key concepts that form the basis of this study. It provides a clear understanding of records management training, records personnel efficiency, and other concepts related to the research objectives. The review also explains how these concepts are interconnected in improving records management practices within public institutions.

2.1.1 Concept of Records Management Training

Records management training refers to the planned process of providing records personnel with the knowledge, practical skills, and professional competencies required to create, receive, classify, store, retrieve, preserve, and dispose of records in accordance with established policies, standards, and legal requirements. The training aims to improve employees' ability to manage both physical and electronic records efficiently while ensuring accountability, transparency, and compliance with organizational and legal requirements (International Records Management Trust [IRMT], 2022; ISO, 2021).

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According to Shepherd and Yeo (2020), records management training equips personnel with the skills needed to apply records management principles, use records classification systems, implement records retention and disposal schedules, protect confidential information, and operate electronic records management systems. Continuous training also enables employees to adapt to technological changes and improve the quality of records services within organizations.

Becker (1993) explains that employee training is an investment in human capital because it enhances employees' knowledge, skills, and productivity. In the context of records management, regular training improves the competence of records personnel, minimizes operational errors, strengthens compliance with records management standards, and enhances organizational efficiency. Therefore, records management training is considered an essential factor in improving the performance and effectiveness of records personnel in public institutions.

2.1.2 Concept of Records Personnel Efficiency

Records personnel efficiency refers to the ability of records management staff to perform records-related duties accurately, promptly, and effectively while making optimal use of available resources. Efficient records personnel are expected to create, classify, store, retrieve, maintain, and dispose of records in accordance with organizational policies, legal requirements, and professional standards. Efficiency is reflected in the quality of work performed, reduced errors, timely service delivery, and proper management of organizational records (Shepherd & Yeo, 2020).

According to ISO (2021), efficient records personnel ensure that records remain authentic, reliable, usable, and accessible throughout their lifecycle. This enables organizations to make informed decisions, maintain accountability, protect institutional memory, and improve service delivery. In public institutions, the efficiency of records personnel contributes significantly to administrative effectiveness and organizational performance.

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Becker (1993) argues that employees become more productive when they possess adequate knowledge and skills gained through training. Similarly, Kavishe and Garaba (2025) state that records personnel with appropriate competencies are more capable of managing records effectively, supporting institutional operations, and improving the quality of public services. Therefore, the efficiency of records personnel depends largely on the level of professional training, practical experience, and continuous capacity building provided by the organization.

2.1.3 Relationship Between Records Management Training and the Efficiency of Records Personnel

Records management training plays a vital role in improving the efficiency of records personnel. Through training, employees acquire the knowledge and practical skills required to perform records management activities effectively, including records classification, storage, retrieval, security, retention, and disposal. Well-trained personnel are more likely to provide accurate and timely records services, minimize errors, and comply with records management policies and standards (IRMT, 2022).

According to Creswell (2018), employee training enhances professional competence and improves work performance by increasing knowledge and technical skills. In records management, continuous training enables personnel to adapt to new technologies, electronic records management systems, and changing legal requirements. As a result, organizations experience improved efficiency, better service delivery, enhanced accountability, and effective decision-making.

Mohamed, Rasheli, and Mwagike (2018) further argue that institutions investing in records management training strengthen employees' ability to manage records professionally and efficiently. Therefore, continuous records management training is essential for improving personnel performance and achieving organizational goals, particularly in public institutions

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2.1.4 Challenges Affecting Records Management Training

Despite the importance of records management training, many public institutions face challenges that limit its effectiveness. One of the major challenges is inadequate financial resources. Many organizations allocate insufficient funds for staff development, making it difficult to organize regular training programmes, workshops, seminars, and professional courses. As a result, records personnel continue performing their duties without acquiring updated knowledge and skills required to manage modern records systems effectively (IRMT, 2022).

Another challenge is the rapid advancement of information and communication technologies (ICT). The increasing adoption of electronic records management systems requires records personnel to possess specialized digital skills. However, many employees receive limited training on the use of electronic records systems, resulting in poor records management practices, delays in service delivery, and reduced organizational efficiency (ISO, 2021; Kimario, 2022).

Shortage of qualified trainers and limited access to professional development opportunities also affect the quality of records management training. In some public institutions, training programmes are conducted irregularly due to the lack of experienced facilitators and inadequate institutional support. Consequently, records personnel fail to keep pace with emerging records management standards and technological developments (Kavishe & Garaba, 2025).

Furthermore, weak management commitment and inadequate training policies reduce employees' opportunities to participate in capacity-building programmes. When organizations fail to prioritize staff training, records personnel are less motivated to improve their professional competencies, leading to poor records handling, low productivity, and ineffective service delivery (Becker, 1993; Mohamed, Rasheli, & Mwagike, 2018).

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Overall, addressing these challenges through adequate funding, continuous professional development, management support, and investment in modern records management technologies is essential for improving the efficiency of records personnel in public institutions.

2.2 Empirical Literature Review

Several studies have been conducted to examine the contribution of records management training to the efficiency of records personnel in different organizations.

Kavishe and Garaba (2025) conducted a study on recordkeeping competencies and service delivery in Tanzanian public universities. The study aimed to assess how recordkeeping competencies influence service delivery. A qualitative research approach was used to collect data from records personnel through interviews and document reviews. The findings revealed that staff who received professional records management training demonstrated better recordkeeping skills, improved records accessibility, and enhanced service delivery. The study recommended continuous capacity-building programmes to improve records personnel competencies.

Kimario (2022) conducted a study on records management challenges in Tanzanian public institutions. The study employed a case study design and collected data using interviews and questionnaires. The findings showed that inadequate professional training, limited ICT skills, and insufficient financial support negatively affected records management practices. The study recommended regular training programmes to improve employees' knowledge and performance in records management activities.

Mohamed, Rasheli, and Mwagike (2018) examined records management practices in Tanzania with the aim of assessing the effectiveness of records management systems in public institutions. The researchers used qualitative methods, including document review and interviews. The findings indicated that organizations with trained records personnel managed records more effectively than those with inadequately trained staff. The study

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concluded that continuous professional training is essential for improving records management performance.

Newa and Mwantimwa (2023) investigated electronic records management in the Tanzania Public Service. The study focused on identifying the determinants, importance, and barriers affecting electronic records management. Data were collected through questionnaires and interviews. The findings revealed that inadequate training and limited technological skills were among the major barriers to effective electronic records management. The study recommended strengthening staff training and ICT capacity to improve records management efficiency.

Manase, Mwantimwa, and Ndimbwa (2025) conducted a study on the use of records management systems in Tanzania's public sector organizations. The study adopted a mixed-methods approach to examine factors influencing the use of records management systems. The findings showed that trained records personnel were more competent in operating electronic records systems, ensuring proper records security, and improving service delivery. The study recommended regular training programmes and institutional support for records personnel.

Mugwambi and Mutsagondo (2024) conducted a study on the assessment of training needs of records management personnel in Zimbabwe. The study used a descriptive research design and collected data through questionnaires and interviews. The findings showed that continuous professional training improved employees' competence, confidence, and efficiency in records management activities. The researchers concluded that organizations should regularly assess staff training needs and provide appropriate capacity-building programmes

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2.3 Research Gap

Although several studies have been conducted on records management practices, competencies, and challenges in different organizations, limited attention has been given to the specific contribution of records management training towards improving the efficiency of records personnel, particularly in local government authorities in Tanzania. Many existing studies have mainly focused on electronic records management, records management systems, and general challenges affecting records management, leaving limited knowledge on how training influences the daily performance and effectiveness of records personnel.

Studies such as Kimario (2022), Newa and Mwantimwa (2023), and Mohamed, Rasheli, and Mwagike (2018) identified inadequate training as one of the factors affecting records management practices. However, these studies did not provide detailed assessment on the relationship between the availability, quality, and frequency of records management training and the efficiency of records personnel. Therefore, there is still a need to examine how training programmes contribute to improving employees' skills, productivity, and ability to provide effective records services.

Furthermore, previous studies conducted in Tanzania have concentrated more on national-level institutions, universities, and general public organizations, while limited studies have focused on local government authorities. Since local government authorities handle large volumes of administrative records that support planning, decision-making, and service delivery, understanding the role of training among records personnel at this level is important.

In addition, limited empirical evidence exists on records management training within Bagamoyo District Council. Therefore, this study intends to fill this gap by assessing the influence of records management training on the efficiency of records personnel at

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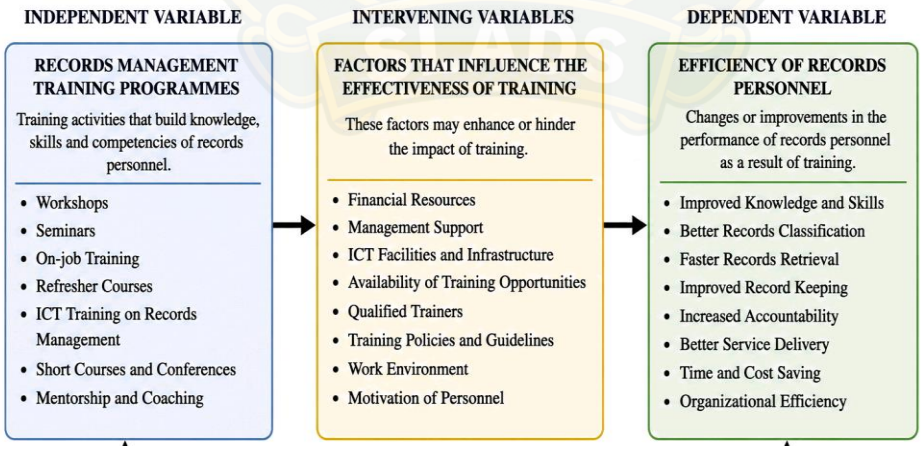
Bagamoyo District Council. The study will provide useful information on the availability of training opportunities, the skills gained by records personnel, challenges affecting training programmes, and possible strategies for improving records management performance.

2.4 Conceptual Framework

A conceptual framework is a diagrammatic representation that shows the relationship between the major variables of the study. It explains how the independent variable influences the dependent variable. In this study, the conceptual framework shows the relationship between records management training and the efficiency of records personnel at Bagamoyo District Council.

The study considers records management training as the independent variable because it is expected to influence the performance of records personnel. The dependent variable is efficiency of records personnel, which represents the expected outcomes resulting from effective training

Figure 2.1: Conceptual Framework Showing the Relationship Between Records Management Training and the Efficiency of Records Personnel



Source: Researchers Conceptualazation (2026)

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The framework indicates that records management training has an influence on the efficiency of records personnel. When records personnel receive adequate and continuous training, they gain the necessary knowledge and skills required to perform records management activities effectively. This can improve records handling, retrieval processes, and the quality of records services provided by the organization.

Therefore, this study examines whether records management training contributes to improving the efficiency of records personnel at Bagamoyo District Council.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology used in conducting the study. It explains the research design, research approach, area of the study, population, target population, sample size, sampling techniques, data collection methods, data analysis procedures, and ethical considerations. The methodology provided a systematic procedure for collecting, analysing, and interpreting data in order to achieve the objectives of the study.

3.1 Research Design

The study adopted a descriptive research design. This design was considered appropriate because it enabled the researcher to collect detailed information about the existing records management training programmes and examine their influence on the efficiency of records personnel in Bagamoyo District Council. Descriptive research design allows researchers to describe existing situations, attitudes, practices, and relationships among variables without manipulating them (Bryman, 2016). Therefore, the design was suitable for obtaining reliable information required to answer the research questions.

3.2 Research Approach

The study employed a mixed-methods research approach, which combined both quantitative and qualitative approaches. The quantitative approach enabled the researcher to collect numerical data through questionnaires and analyse them using descriptive statistics such as frequencies and percentages. The qualitative approach

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enabled the researcher to obtain detailed information through interviews and document review. The combination of the two approaches improved the validity and reliability of the findings by providing comprehensive information on the influence of records management training on the efficiency of records personnel (Creswell & Plano Clark, 2018).

3.3 Area of the Study

The study was conducted at Bagamoyo District Council in Pwani Region, Tanzania. The Council was selected because it is one of the local government authorities responsible for providing public services through different administrative departments where records management plays an important role. The Council manages both paper-based and electronic records, including personnel records, financial records, administrative files, and correspondence. The researcher selected Bagamoyo District Council because it has experienced various challenges related to records management training, making it an appropriate area for assessing the influence of training on the efficiency of records personnel.

3.4 Population of the Study

The population of the study consisted of all employees working at Bagamoyo District Council who were directly or indirectly involved in records management activities. These included records personnel, registry staff, administrative officers, and other employees responsible for creating, receiving, processing, filing, storing, retrieving, and using official records. The population was considered appropriate because these employees possessed the necessary information regarding records management training and its contribution to staff efficiency.

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3.5 Target Population

The target population comprised records personnel, registry staff, administrative officers, and other employees involved in records management activities at Bagamoyo District Council. These respondents were selected because they had adequate knowledge and practical experience related to records management practices and training programmes. Their participation enabled the researcher to obtain reliable information relevant to the objectives of the study.

3.6 Sample Size and Sampling Procedures

Since it was not practical to involve the entire population in the study, a sample was selected to represent the target population. A total of 26 respondents participated in the study. The sample included records personnel, registry staff, administrative officers, and other employees from different departments within Bagamoyo District Council. The selected respondents were considered adequate because they possessed the required knowledge and experience regarding records management training and staff efficiency.

Table 3.1: Distribution of Sample Size

Respondents category	Number of respondent
Records personnel	5
Registry staff	7
Administrative officers	6
Others Employees	8
Total	26

Source: Field Data (2026)

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3.7 Sampling Techniques

The study employed both purposive sampling and simple random sampling to obtain respondents.

3.7.1 Purposive Sampling

Purposive sampling was used to select records personnel, registry staff, and administrative officers because they possessed specialized knowledge and direct experience in records management activities. This technique enabled the researcher to obtain detailed and relevant information regarding records management training and staff efficiency. According to Creswell (2018), purposive sampling allows researchers to intentionally select participants who are knowledgeable about the subject under investigation.

3.7.2 Simple Random Sampling

Simple random sampling was used to select other employees from different departments within Bagamoyo District Council. This technique provided every eligible employee with an equal opportunity to participate in the study, thereby minimizing selection bias and improving the representativeness of the sample. According to Kothari (2014), simple random sampling enhances fairness and increases the reliability of research findings.

3.8 Data Collection Methods

The study collected data from both primary and secondary sources. The use of different data collection methods enabled the researcher to obtain comprehensive and reliable information regarding the influence of records management training on the efficiency of records personnel.

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3.8.1 Primary Data

Primary data were collected directly from respondents through questionnaires and interviews. These methods enabled the researcher to obtain first-hand information related to the study objectives.

3.8.1.1 Questionnaires

Questionnaires were administered to records personnel, registry staff, administrative officers, and other selected employees. The questionnaires contained both closed-ended and open-ended questions that allowed respondents to express their opinions regarding records management training and staff efficiency. Questionnaires were preferred because they enabled the researcher to collect data from many respondents within a short period while maintaining confidentiality.

3.8.1.2 Interviews

Interviews were conducted with selected records personnel and administrative officers. The interviews provided respondents with an opportunity to explain their experiences, opinions, and challenges regarding records management training. This method enabled the researcher to obtain detailed information that could not easily be captured through questionnaires.

3.8.2 Secondary Data

Secondary data were obtained through document review. Various documents such as records management policies, training reports, official reports, journals, books, previous research studies, and government publications were reviewed to complement the primary data and strengthen the findings of the study.

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3.8.2.1 Document Review

Document review involved examining existing records and documents related to records management training and organizational performance. The reviewed documents helped the researcher verify information collected from respondents and provided additional evidence relevant to the study.

3.9 Data Analysis

Data collected from the field were analysed using both qualitative and quantitative methods in accordance with the nature of the data collected.

3.9.1 Qualitative Data Analysis

Qualitative data obtained through interviews and document review were analysed using thematic analysis. Responses from participants were grouped into common themes according to the study objectives. The themes were interpreted and presented in narrative form to explain respondents' views and experiences regarding records management training.

3.9.2 Quantitative Data Analysis

Quantitative data collected through questionnaires were coded, entered, and analysed using descriptive statistics. Frequencies and percentages were calculated and presented in tables, bar charts, and pie charts to facilitate interpretation of the findings. This method enabled the researcher to summarize and compare respondents' responses effectively.

3.10 Ethical Considerations

The researcher observed all ethical principles throughout the study. Permission to conduct the research was obtained from the relevant authorities before data collection.

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Respondents were informed about the purpose of the study and participated voluntarily. Their informed consent was obtained before administering questionnaires and conducting interviews.

Confidentiality and privacy of respondents were maintained by ensuring that personal information was not disclosed to unauthorized individuals. Respondents were assured that the information they provided would be used strictly for academic purposes only. Furthermore, the researcher respected the rights, dignity, and opinions of all participants throughout the research process.

3.11 Data Processing and Analysis

The collected data were checked for completeness and consistency before analysis .Quantitative data obtained from questionnaires were coded ,entered into Microsoft excel ,and analyzed using descriptive statistics such as frequencies and percentage .The result were presented using tables ,pie chart ,and bar chart .qualitative data collected through interviews were analyzed using thematic analysis by grouping similar responses into themes according to the study objectives .The findings were then presented in narrative form to support the quantitative results

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents, analyses, and discusses the findings obtained from the field study conducted at Bagamoyo District Council. The findings are presented according to the specific objectives of the study. Data were collected through questionnaires, interviews, and document review from twenty-six (26) respondents. Quantitative data are presented using frequencies, percentages, tables, bar charts, and pie charts, while qualitative data from interviews are presented in narrative form to support and explain the quantitative findings. The discussion of the findings is supported by previous empirical studies reviewed

4.1 Response Rate

This section presents the response rate of the questionnaires distributed to the selected respondents. The response rate was important because it indicated the level of participation in the study and determined the adequacy of the collected data for analysis.

Table.4.1 Response Rate of Respondents (N=26)

Respondents	Frequency	Percentage %
Questionnaires distributed	26	100
Questionnaires Returned	26	100
Questionnaires Not Returned	0	0
Total	26	100

Source: Field Data (2026)

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The findings presented in Table 4.1 show that all twenty-six (26) questionnaires distributed to respondents were successfully completed and returned, giving a response rate of 100%. This indicates excellent cooperation from the respondents and provided sufficient data for statistical analysis and interpretation. According to Mugenda and Mugenda (2003), a response rate of 70% or above is considered adequate for social science research. Therefore, the 100% response rate achieved in this study enhanced the reliability and credibility of the research findings.

Furthermore, the high response rate minimized the possibility of non-response bias and ensured that the views collected adequately represented the selected respondents. Consequently, the findings obtained from the respondents were considered reliable for analysing the contribution of records management training to the efficiency of records personnel at Bagamoyo District Council.

4.2 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents who participated in the study. The information includes gender, age, education level, work experience, and job position. These characteristics were important because they helped the researcher determine whether the respondents possessed adequate knowledge and experience to provide reliable information regarding records management training and the efficiency of records personnel.

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4.2.1 Distribution of Respondents by Gender

Table 4.2: Gender Distribution of Respondents (n = 26)

Gender	Frequency	Percentage %
Male	16	61.5%
Female	10	38.5%
Total	26	100%

Source: Field Data (2026)

The findings in Table 4.2 indicate that 16 respondents (61.5%) were male, while 10 respondents (38.5%) were female. This implies that male respondents constituted the majority of participants in the study. However, the inclusion of both male and female respondents enabled the researcher to obtain views from different perspectives regarding records management training and staff efficiency. Therefore, the findings were considered balanced and representative of employees working at Bagamoyo District Council.

4.2.2 Distribution of Respondents by Age

Table 4.3: Age Distribution of Respondents (n = 26)

Age group	Frequency	Percentage %
20-30	7	26.9%
31-40	10	38.5%
41-50	6	23.1%
Above 50	3	11.5%
Total	26	100%

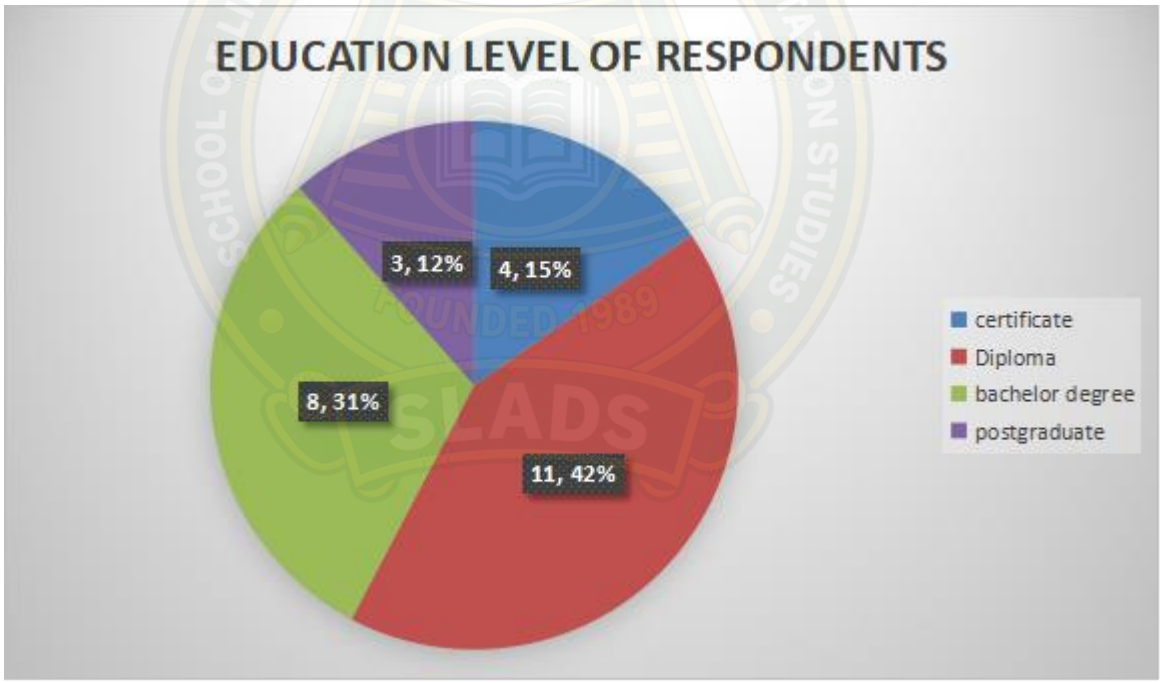
Source: Field Data (2026)

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The results presented in Table 4.3 show that 10 respondents (38.5%) were aged between 31 and 40 years, making them the largest age group. Respondents aged 20–30 years accounted for 26.9%, while 23.1% were between 41 and 50 years. Only 11.5% were above 50 years. These findings suggest that the majority of respondents were within the productive working age and possessed adequate experience to provide reliable information concerning records management training and its influence on staff efficiency.

4.2.3 Distribution of Respondents by Education Level

Figure 4.1 Education Level of Respondents (n = 26)



Source; Data field 2026

The findings indicate that 11 respondents (42.3%) possessed a Diploma, followed by 8 respondents (30.8%) with a Bachelor's Degree. Respondents with Certificates accounted for 15.4%, while 11.5% had Postgraduate qualifications. These findings imply that the majority of respondents had sufficient educational qualifications to understand records

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management practices and provide reliable information related to the objectives of the study

.4.2.4 Distribution of Respondents by Working Experience

The respondents were asked to indicate the number of years they had worked at Bagamoyo District Council. This information was important because employees with longer working experience were expected to have a better understanding of records management practices and the contribution of training to staff efficiency.

Table 4.4 Distribution of Respondents by Working Experience (n = 26)

Working experience	Frequency	Percentage %
Less than 1 years	2	7.7%
1-5	9	34.6%
6-10 years	10	38.5%
Above 10 years	5	19.2%
Total	26	100%

Source: Field Data (2026)

The findings in Table 4.4 indicate that 10 respondents (38.5%) had worked at Bagamoyo District Council for 6–10 years, making them the largest group. This was followed by 9 respondents (34.6%) who had worked for 1–5 years. Furthermore, 5 respondents (19.2%) had more than 10 years of working experience, while only 2 respondents (7.7%) had worked for less than one year.

From the above table indicates that findings of respondents had considerable working experience and were therefore capable of providing reliable information regarding records management training and its contribution to staff efficiency. Employees who have worked for many l years are more likely to have experienced records management

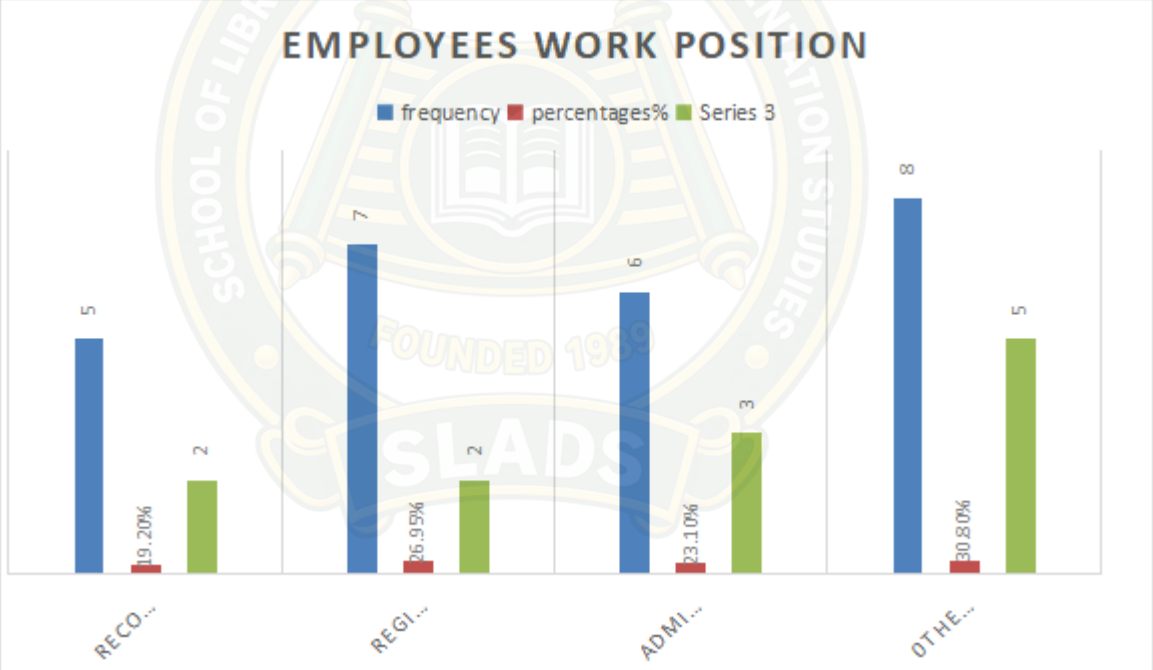
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practices before and after receiving training, making their responses valuable for achieving the objectives of this study.

4.2.5 Distribution of Respondents by Position

Respondents were also asked to indicate their current positions at Bagamoyo District Council. This information enabled the researcher to obtain opinions from employees with different responsibilities in records management.

Figure4 .2 : Distribution of Respondents by Job Position (n = 26)



Source: Field Data (2026)

Figure 4.2. shows that 8 respondents (30.8%) were other employees, 7 respondents (26.9%) were registry staff, 6 respondents (23.1%) were administrative officers, and 5 respondents (19.2%) were records personnel.

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The inclusion of respondents from different job categories enabled the researcher to obtain comprehensive information from employees with different responsibilities and levels of experience in records management. This diversity strengthened the quality of the findings because it reflected views from both records professionals and employees who regularly use organizational records in carrying out their daily responsibilities.

4.3 Existing Records Management Training Programmes

The first objective of this study was to examine the existing records management training programmes at Bagamoyo District Council. Respondents were asked whether they had attended records management training. Their responses are presented in table

Tables 4.5 Attendance of Records Management Training (n = 26)

Response	Frequency	Percentage %
Yes	20	76.9
No	6	23.1
Total	26	100

Source ;Data field 2026

Table 4.4: shows that 20 respondents (76.9%) had attended records management training, while 6 respondents (23.1%) had not attended any training. This indicates that most employees had received records management training, suggesting that the Council has made efforts to improve employees' knowledge and skills in records management.

During the interview, most respondents explained that the training improved their ability to classify, file, retrieve, and protect records. They also stated that the training increased their confidence and efficiency in performing daily records management active

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These findings are agreed by Shepherd and Yeo (2020), who reported that records management training improves employees' knowledge and enhances records management practices. Similarly, IRMT (2022) stated that continuous training strengthens staff competence and improves organizational performance.

In these findings indicate that records management training programmes have positively contributed to improving employees knowledge and skills. However, the Council should continue providing regular training so that all employees involved in records management can benefit equally.

4.4 Efficiency of Records Personnel Before and After Training

The second objective of this study was to assess the efficiency of records personnel before and after receiving records management training. that is important because it helps to know the gap of employees knowledge and skills of perform tasks. Respondents were asked to rate their level of efficiency before and after attending training programmes.

Table 4.6: Efficiency of Records Personnel Before Training (n = 26)

Level of efficiency	Frequency	Percentage %
Very low	4	15.4
Low	9	34.6
Moderate	8	30.8
High	4	15.4
Very high	1	3.8
Total	26	100

Source: Field Data (2026)

Table 4. 7 : Efficiency of Records Personnel After Training (n = 26)

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Level of efficiency	Frequency	Percentage %
Very low	0	0.0
Low	2	7.7
Moderate	5	19.2
High	11	42.3
Very high	8	30.8
Total	26	100

Source: Field Data (2026)

Table 4.7 shows that before attending records management training, the majority of respondents rated their efficiency as low (34.6%) and very low (15.4%), while only 19.2% rated their efficiency as high or very high. This indicates that many employees had limited knowledge and skills in records management before receiving formal training.

However, Table 4.6 indicates a remarkable improvement after training. A total of 11 respondents (42.3%) rated their efficiency as high, while 8 respondents (30.8%) rated it as very high. Only 2 respondents (7.7%) reported a low level of efficiency, and none rated their efficiency as very low. These findings suggest that records management training significantly improved employees' ability to perform records management activities.

During the interviews, respondents explained that training improved their ability to classify records, maintain proper filing systems, retrieve files quickly, and protect important organizational records. They also stated that training increased their confidence and reduced mistakes in handling both paper-based and electronic records

The findings are Supported with Becker (1993), whose Human Capital Theory explains that employee training improves knowledge, skills, and productivity. The findings also

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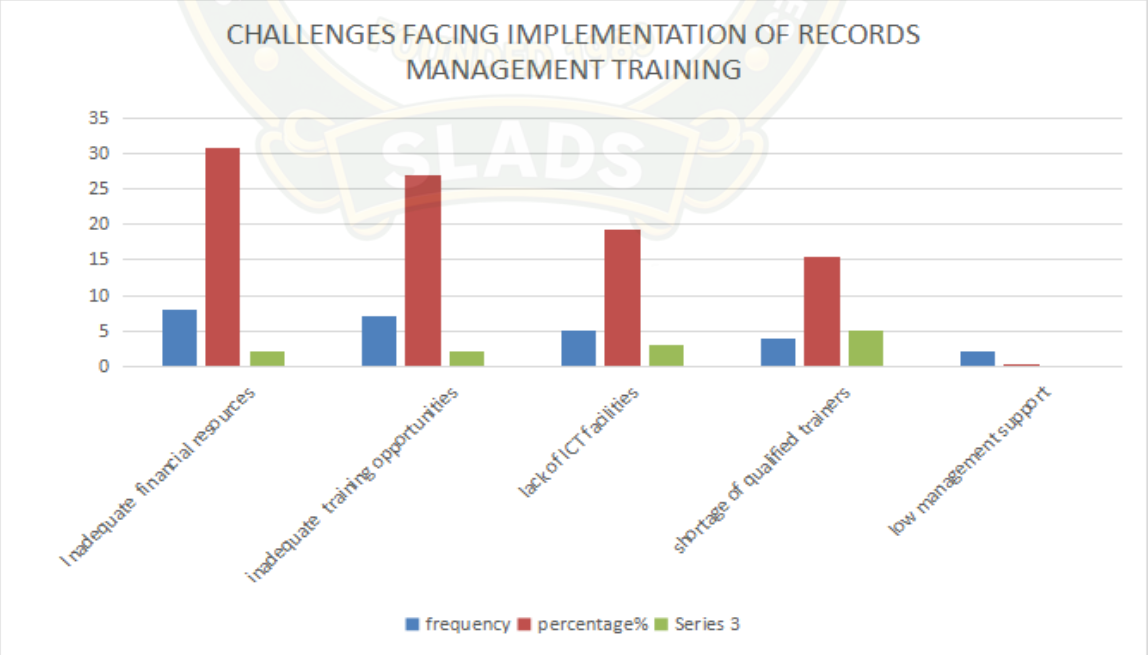
agree with Kavishe and Garaba (2025), who found that trained records personnel perform records management activities more efficiently and contribute to improved service delivery in public institutions.

The findings indicate that records management training has significantly improved the efficiency of records personnel at Bagamoyo District Council. Therefore, continuous training programmes should be strengthened to maintain and further improve employees' performance.

4.5 Challenges Facing the Implementation of Records Management Training

The third objective of the study was to identify the challenges affecting the implementation of records management training programmes. Their responses are presented in Table figure 4.3

Figure 4.3: Challenges Facing the Implementation of Records Management Training (n = 26)



Source: Field Data (2026)

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Figure 4.3 shows that inadequate financial resources was the most frequently reported challenge, mentioned by 8 respondents (30.8%). This was followed by inadequate training opportunities, reported by 7 respondents (26.9%). In addition, 5 respondents (19.2%) identified lack of ICT facilities as a challenge, while 4 respondents (15.4%) pointed to a shortage of qualified trainers. The least reported challenge was low management support, mentioned by 2 respondents (7.7%).

These findings indicate that financial constraints remain the major obstacle to the effective implementation of records management training programmes at Bagamoyo District Council. Limited financial resources reduce the Council's ability to organize regular training, sponsor employees to attend professional courses, and acquire modern records management technologies. Furthermore, inadequate ICT facilities and the shortage of qualified trainers limit the effectiveness of both physical and electronic records management training.

The interview findings also revealed that respondents believed regular training would improve employees' professional competence, records handling, and service delivery. These findings are consistent with Ngulube (2019) and Mnjama and Wamukoya (2007), who reported that inadequate funding, weak institutional support, and limited infrastructure are among the major barriers to effective records management programmes in public institutions.

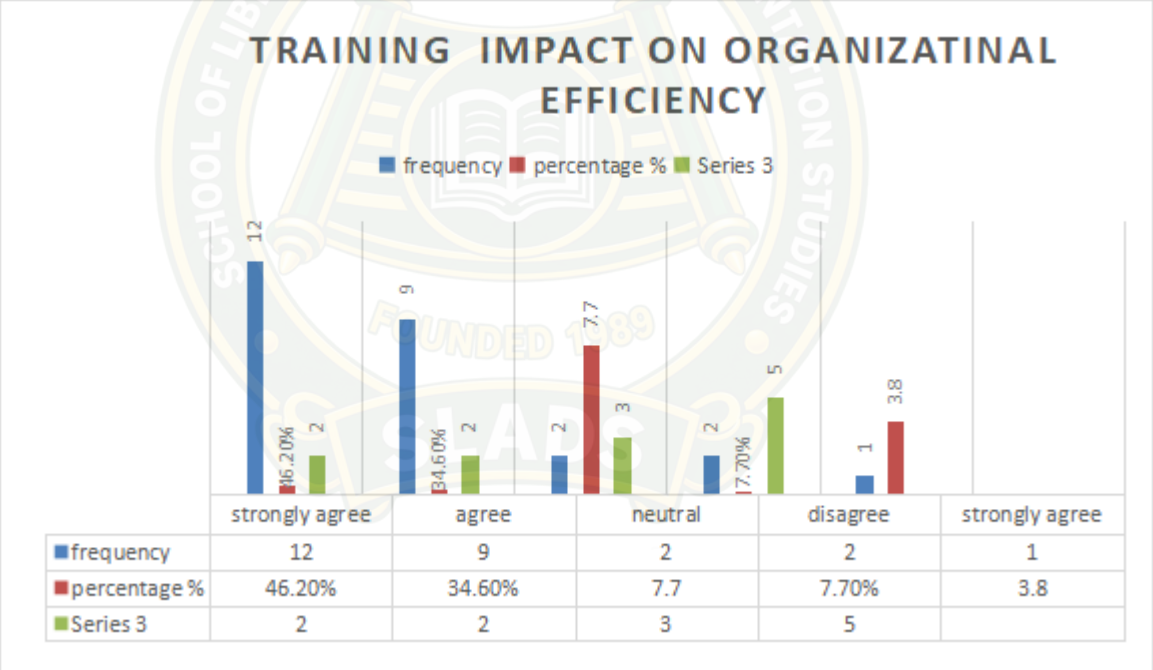
Therefore, the study concludes that addressing these challenges through increased funding, improved ICT infrastructure, recruitment of qualified trainers, and stronger management commitment would enhance the implementation of records management training programmes and improve the efficiency of records personnel

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4.6 Relationship Between Records Management Training and Organizational Efficiency

The fourth objective of the study was to determine the relationship between records management training and organizational efficiency at Bagamoyo District Council. Respondents were asked to indicate their level of agreement on whether records management training contributes to organizational efficiency. Their responses are presented in Table 4.4

Figure 4.4: Relationship Between Records Management Training and Organizational Efficiency (n = 26



Source ;Data field(2026)

Figure 4.4 indicates that 12 respondents (46.2%) strongly agreed and 9 respondents (34.6%) agreed that records management training improves organizational efficiency. Together, these account for 21 respondents (80.8%), showing that the majority believed training has a positive effect on organizational performance. Meanwhile, 2 respondents

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(7.7%) were neutral, 2 respondents (7.7%) disagreed, and 1 respondent (3.8%) strongly disagreed.

These findings suggest that records management training plays a significant role in improving employees' knowledge, practical skills, and overall job performance. Well-trained records personnel are able to classify records accurately, retrieve files more quickly, maintain records securely, and comply with records management policies and procedures. As a result, organizations experience improved accountability, transparency, efficiency in service delivery, and better decision-making.

Interview findings further showed that trained employees made fewer errors, reduced delays in retrieving records, improved customer service, and strengthened coordination among staff. These findings support Becker's (1993) Human Capital Theory, which states that investment in employee training improves productivity and organizational performance. The findings also agree with Shepherd and Yeo (2003), who emphasized that professional records management training contributes to better records management practices and increased organizational efficiency.

Therefore, the study concludes that continuous investment in records management training is essential for improving organizational efficiency and achieving effective public service delivery at Bagamoyo District Council

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the study based on the research findings and objectives. It also provides the conclusions drawn from the findings, recommendations for improving records management training and the efficiency of records personnel at Bagamoyo District Council, and areas for further research. The purpose of this chapter is to summarize the key findings of the study and provide practical recommendations that may help improve records management practices and organizational performance.

5.1 Summary of the Study

This study assessed the contribution of records management training to the efficiency of records personnel at Bagamoyo District Council. The study adopted a mixed research approach, where both quantitative and qualitative data were collected from 26 respondents using questionnaires, interviews, and document review. The data were analysed using descriptive statistics and thematic analysis to achieve the study objectives.

The findings revealed that Bagamoyo District Council has been providing records management training to its employees. Most respondents (76.9%) indicated that they had attended records management training programmes. The study found that these programmes improved employees' knowledge and practical skills in records classification, filing, storage, retrieval, records security, and records disposal. Interview findings also showed that trained employees became more confident and competent in performing records management activities.

The study further found that records management training had a positive impact on the efficiency of records personnel. Before attending training, many respondents reported low levels of efficiency due to inadequate knowledge and skills. However, after attending training, most respondents reported improved efficiency in managing records,

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retrieving files on time, maintaining records properly, and protecting organizational information. This indicates that training contributes significantly to better employee performance.

Furthermore, the study identified several challenges affecting the implementation of records management training. The major challenges included inadequate financial resources, limited training opportunities, shortage of qualified trainers, inadequate ICT facilities, and insufficient management support. These challenges limited the effectiveness of training programmes and affected continuous professional development among records personnel.

Finally, the study established that records management training has a positive relationship with organizational efficiency. The findings showed that trained employees performed their duties more effectively, improved records accessibility, reduced file retrieval time, minimized document loss, and enhanced accountability, transparency, and service delivery at Bagamoyo District Council.

5.2 Conclusion

Based on the findings of this study, it is concluded that records management training has a significant contribution to improving the efficiency of records personnel at Bagamoyo District Council. The study revealed that employees who attended records management training demonstrated better knowledge and practical skills in records classification, filing, storage, retrieval, security, and disposal. As a result, they were able to perform their duties more efficiently and effectively.

The study also concludes that records management training contributes to improved organizational efficiency by enhancing records accessibility, reducing file retrieval time, improving accountability and transparency, and supporting effective service delivery. However, the effectiveness of training programmes is affected by several challenges,

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including inadequate financial resources, limited training opportunities, shortage of qualified trainers, inadequate ICT facilities, and insufficient management support.

Therefore, the study concludes that strengthening records management training programmes and addressing the identified challenges will improve the efficiency of records personnel and contribute to better records management practices and organizational performance at Bagamoyo District Council.

5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed:

i. Bagamoyo District Council should organize regular records management training programmes and refresher courses for all records personnel to improve their knowledge and practical skills.

ii. The Council and the Government should allocate adequate financial resources to support continuous records management training and staff development programmes.

iii. The Council should improve ICT infrastructure by providing modern electronic records management systems, computers, scanners, and reliable internet services to support effective records management.

iv. Records personnel should be encouraged to participate in seminars, workshops, and professional training programmes to enhance their competencies and keep up with current records management practices.

v. The management of Bagamoyo District Council should provide adequate support by ensuring effective supervision, sufficient staffing, and the availability of resources needed for proper records management.

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vi. The Government should strengthen the implementation of records management policies, standards, and guidelines to improve accountability, transparency, and efficiency in public institutions.

5.4 Areas for Further Research

This study was conducted at Bagamoyo District Council only; therefore, the findings cannot be generalized to all public institutions in Tanzania. Future researchers are encouraged to conduct similar studies in other local government authorities to compare the findings.

Further studies may also focus on:

i. The impact of electronic records management systems on service delivery in public institutions.

ii. Challenges affecting the implementation of digital records management in local government authorities.

iii. The relationship between records management training and employee performance in different public institutions

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APPENDEX 1

QUESTIONNAIRES FOR EMPLOYEES

Dear Respondent,

I am student at the School of library, Archives and Documentation Studies pursuing an Ordinary Diploma in Library and information studies. As part of academic obligations, I am conducting a study titled **An assessment of record management training on the efficiency of record personnel in Tanzania**.I therefore Kindly asking you to participate in this study by responding to this questionnaire Information presented in this questionnaire will only be used for the purpose of this study .In description of the results of this study ,no identification of individual persons will be made .

Individual answer Will be kept confidential and will only be used for the purpose of this study

Please choose appropriate answer

SECTION A: GENERAL INFORMATION

1. What is your age?

a) 25 -30

b) 30-45 ( )

c) 45 - 55

2. What is your gender?

a) male

b) female ( )

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c) other

3. What is your highest level of education?

a) certificate

b) diploma ( )

c) degree

d) postgraduate

4. How long have you worked in Bagamoyo District Council?

a) 1 year

b) 1- 5 . ( )

c) 6- 10

d) over 10

5. What is your current position?

a) clerk

b) record officer (.)

c) Administrator

SECTION B: QUESTIONNAIRES QUESTIONS

6. Have you ever attended records management training?

a) Yes

b) No (.)

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7. Rate your efficiency in records management before training

a) low

b) very low (.)

c) very High

d) moderate

8. Rate your efficiency in records management after training

a) low

b) very low ( )

c) very high

d) moderate

9. Training has improved my ability to manage records effectively

a) agree

b)strongly Agree ( )

c) disagree

strongly Disagree

iii :Challenges facing implementation of training

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10. Lack of resources hinders effective training

a) agree

b) Strongly Agree (.)

c) Disagree

d) strong disagree

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INTERVIEW GUIDE

APPENDEX II

Dear respondent

I am a final year student at college of School of Library, Archives and Documentation Studies at Bagamoyo Campus Tanzania. As party of my Ordinary diploma, I am conducting research thesis on the An assessment of Record Management Training on the Efficiency of record Personnel in Tanzania institution .I Kindly request your contribution to the title .I will appreciate it if you could spare some time to complete the following interview guides .The researcher will treat any information obtained in connection with this study with high level of confidentiality

.SECTION C; Overview of Record Management training programs

1 .Can you describe the records management training programs offered in Bagamoyo

District Council

2..What challenges do you face in implementing records management training programs?

3 .What recommendations would you give to improve training programs ?

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APPENDIX I II.

BUDGET TABLE

N/S	DETAILS	AMOUNT IN TSH=
01	Notebook 2	3000/=
02	pen and pencil	1000/=
03	Transport expenses	8000/=
04	Stationery services	45,000/=
05	Daily expenses	35,000/=
	TOTAL	92,000/=

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APPENDEX IV.

RESEARCH TIMETABLE

ACTIVITIES	February 2026	March 2026	April 2026	May 2026	June 2026	Jully 2026
Writing of proposal						
Submission of proposal						
To reach the study area and collect data						
Report Writing						
Submission						

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APPENDEX V

INTRODUCTION TO LETTER



JAMHURI YA MUUNGANO WA TANZANIA

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

Unapojibu tafadhali taja

Kumb Na. JB.311/375/01/310 Tarehe: 14 Aprili, 2026

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

Yah: **RUHUSA YA KUFANYA UTAFITI NDUGU DANIEL NATUPUKO KISERI.**

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakiri kupokea barua yenye Kumb. Na. **DA.201/457/VOL/1/20** ya tarehe **26 Februari, 2026** yenye somo tajwa hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa hapo juu ameruhusiwa kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika **Kata ya Dunda** kwa kipindi cha kuanzia tarehe **01 Machi, 2026** hadi tarehe **07 Julai, 2026.**

4. Nakutakia kazi njema.

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

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

Nakala: Afisa Mtendaji kata,
Kata ya Dunda,
Halmashauri ya Wilaya,
S.L.P. 59,
BAGAMOYO - PWANI.

- Mpokee na kumpa ushirikiano

Barua zote ziandikwe kwa Mkurugenzi Mtendaji (W)
Ofisi ya Mkurugenzi Mtendaji, Halmashauri ya Wilaya Bagamoyo,Barabara ya uhindini, S.L.P. 59, 61301 BAGAMOYO Mkoa wa Pwani.
Simu Na: +255 733860575, Nukushi: 023 2440338 Barua Pepe: ded.bagamoyo@pwani.go.tz, barua@bagamoyodc.go.tz. Tovuti: www.bagamoyodc.go.tz

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