SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES

(SLADS – BAGAMOYO)

RESEARCH REPORT

AN ASSESSMENT OF THE EFFECTIVENESS ON RECORDS RETENTION AND DISPOSAL SCHEDULE IN GOVERNING THE INFORMATION LIFECYCLES AT BAGAMOYO DISTRICT COUNCIL.

BY

Imani Daudi Matola

A Research Proposal submitted to the School of Library, Archives and Documentation Studies (SLADS) as a Partial Fulfillment of the Award of Ordinary Diploma in Records and Archives management.

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The undersigned certifies that he/she has read and hereby recommends for acceptance by the School of Library, Archives and Documentation Studies (SLADS), a research report entitled:" **an assessment of Effectiveness on records retention and disposal schedule in Governing the Information Lifecycles at Bagamoyo District council'** 'This report is submitted in partial fulfillment of the requirements for the award of the Ordinary Diploma in Records and Archives Management.

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ACKNOWLEDGEMENT

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So many people have, in one way or another, helped and encouraged me in accomplishment of this work. I would be very honest if I would not recognize their constructive guidance, moral and material support towards completion of this study. Words cannot fully describe my appreciation for the debt I owe them. I heartily thank them unnamed due to space constraints. May I, however, mention a few of those whom I owe my greatest debt.

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DEDICATION

This research report is dedicated to my beloved parents, family members, friends, and everyone who provided encouragement, support, and inspiration throughout my academic journey. Their prayers, guidance, moral support, and continuous motivation greatly contributed to the successful completion of this study.

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LIST OF ABBREVIATIONS

BDC	Bagamoyo District Council
EDRMS	Electronic Document and Records Management System
ESARBICA	East and Southern Africa Regional Branch of the International Council on Archives
FOI	Freedom of Information
FOIA	Freedom of Information Act
GDPR	General Data Protection Regulation
HoDs	Heads of Departments
ICA	International Council on Archives
ICT	Information and Communication Technology
IRA	Information and Records Administration
IRMT	International Records Management Trust
ISO	International Organization for Standardization
LGAs	Local Government Authorities
RAMD	Records and Archives Management Department
RRDS	Records Retention and Disposal Schedule
SLADS	School of Library, Archives and Documentation Studies
URT	United Republic of Tanzania

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ABSTRACT

This study assessed the effectiveness of the Records Retention and Disposal Schedule (RRDS) in governing information lifecycles at Bagamoyo District Council. The study was guided by three specific objectives: to evaluate the alignment of the current records retention and disposal schedule with legal and regulatory requirements; to analyze the implementation of the schedule in governing information lifecycles; and to examine the challenges hindering its effective implementation.

The study adopted a case study design within a mixed methods approach, drawing data from a sample of 44 respondents comprising Records Management Officers and Clerks, Heads of Departments, Registry Staff and Administrative Assistants, ICT Officers, the District Records Manager, and Internal Auditors, through questionnaires, interviews, document review, and observation.

The findings revealed that although Bagamoyo District Council has an approved records retention and disposal schedule, it is only partially aligned with the Records and Archives Management Act No. 3 of 2002 and its Regulations of 2007, with retention periods and coverage of record series not fully updated to reflect the prevailing legal and regulatory environment. The schedule was found to be available and moderately implemented, contributing positively to improved information management and faster retrieval of records, although its application across departments remained inconsistent. The study further established that inadequate staff training, limited financial and material resources, low staff awareness, and inadequate management support were the principal challenges constraining effective implementation of the schedule.

The study recommends that the council institutionalize regular reviews of the schedule, extend its coverage to all departmental record series, invest in staff training and records management infrastructure, and strengthen management support and supervision, while the Tanzania Records and Archives Management Department (RAMD) provides continuous technical guidance and compliance monitoring to local government authorities.

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CHAPTER ONE

1.0 INTRODUCTION

In this section give an overview of the study about An Assessment of the Effectiveness on Records Retention and Disposal Schedule in Governing the Information Lifecycles at Bagamoyo District Council. This chapter gives overview about, background of the study, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, limitations of the study, and definition of the key terms.

1.1 Background of the Study

In worldwide the e systematic management of records through their entire lifecycle from creation to final disposal or permanent preservation was a cornerstone of good governance, accountability, and organizational efficiency in the modern world. Internationally, the discipline was guided by standards such as ISO 15489-1:2016, which provides a framework for records management policies, including the critical function of retention and disposal (ISO, 2016). The Records Retention and Disposal Schedule (RRDS) is recognized as the primary instrument for applying systematic control over the lifespan of information, ensuring that records are kept only as long as they were needed for administrative, legal, or fiscal purposes, thereby reducing risk and cost (Kennedy & Schauder, 1998; Shepherd & Yeo, 2003).In developed nations, the integration of retention schedules into information governance strategies seen as essential not only for compliance with complex legal and regulatory environments (e.g., GDPR general data protection regulation in Europe, FOIA freedom of information Act, in various countries) but also as a prerequisite for successful digital transformation. Effective schedules prevent the uncontrolled accumulation of data, known as "information glut," which hampers efficiency, increases storage costs, and complicates e-discovery processes (Smallwood, 2014; Saffady, 2016). The global shift towards e-government has further underscored the

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need for dynamic and enforceable retention schedules to manage both analog and digital records seamlessly (Duranti & Preston, 2008).

Despite of In Africa, the management of public sector records presents a distinct set of challenges and opportunities. While most countries possess archival legislation mandating the creation and implementation of retention schedules, studies consistently reveal a significant gap between policy and practice (Ngoepe & Keakopa, 2011). The colonial legacy left behind fragmented records systems, and post-independence efforts have often been hampered by limited resources, a lack of sustained political will, and inadequate training for records personnel (Mnjama, 2005; Ngulube & Tafor, 2006).Research across the continent indicates that without effective retention and disposal schedules, government offices become congested with obsolete records, impairing operational efficiency and jeopardizing the preservation of records of enduring value. A study in South Africa's provincial governments found that the absence of implemented schedules led to difficulties in accessing information and compromised service delivery (Ngoepe, 2017). Similarly, in Kenya and Botswana, studies have highlighted how poor records disposal practices contribute to a loss of institutional memory and undermine transparency and accountability mechanisms (Kemoni, 2009; Kalusopa, 2011). The African context, therefore, highlights retention schedules as a critical but often weak link in the chain of information lifecycle management. There for in Tanzania has a robust legal and policy framework for records management, anchored by the Records and Archives Management Act No. 3 of 2002 and its accompanying Records and Archives Management Regulations of 2007 (URT, 2002; URT, 2007). This framework mandates all public bodies, including Local Government Authorities (LGAs) like district councils, to prepare, submit for approval, and implement comprehensive records retention and disposal schedules. The Tanzania Records and Archives Management Department (RAMD) is the lead agency tasked with providing oversight and guidance in this area. Despite this strong de jure foundation, empirical research suggests widespread implementation challenges at the operational level, particularly in LGAs. Studies indicate that many councils either lack approved schedules, have schedules that are outdated, or fail to implement them

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consistently in daily practice (Mushi, 2015; Ndenje-Sichalwe, 2010). The consequences are visible: storerooms overflowing with unsorted records, difficulties in retrieving information for decision-making and citizen services, and non-compliance with legal and audit requirements (Lema, 2018). Furthermore, the push for e-Government and digitalization initiatives in Tanzania makes a functional RRDS even more critical, as it provides the basis for deciding which records to digitize, migrate, or delete (Mwantimwa, 2019).

1.2 Statement of the Problem

Effective records retention and disposal schedules are essential tools for governing the information lifecycle in public institutions. The records created in government organizations should follow a systematic lifecycle from creation, classification, active use, semi-current storage, and final disposition through either preservation or destruction according to approved retention and disposal schedules. Such schedules ensure that records are kept only for the required period to support accountability, transparency, and efficient service delivery while preventing unnecessary accumulation of obsolete records. Proper implementation of retention and disposal schedules also facilitates timely retrieval of information, supports legal compliance, and enhances decision-making in public administration (Ndenje-Sichalwe, Ngulube & Stilwell, 2011). In Tanzania, the management of public records is guided by the Records and Archives Management Act No. 3 of 2002 and other regulatory frameworks that emphasize systematic appraisal, retention, and disposal of records to ensure effective governance and institutional memory (Leon, 2022). Ideally, therefore, Local Government Authorities (LGAs) such as Bagamoyo District Council should implement effective records retention and disposal schedules to manage records throughout their lifecycle and ensure reliable information for administrative and public service functions. However, despite the existence of these frameworks and guidelines, several studies indicate that records management practices in most Tanzanian public institutions remain weak and ineffective. Research shows that many government ministries and local authorities lack comprehensive retention and

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disposal schedules, resulting in poor appraisal and disposal of records (Ndenje-Sichalwe, Ngulube & Stilwell, 2011). Similarly, studies conducted in local government authorities have revealed that records management programmers are often ineffective due to inadequate legal frameworks, lack of skilled personnel, insufficient resources, and limited management support (Rutta & Ndenje-Sichalwe, 2021). In most cases, registries lack proper guidance on retention schedules, leading to congestion of records, difficulties in retrieving information, and inefficient record keeping systems (Manyangu, 2019). Furthermore, poor compliance with records management regulations and low awareness among staff regarding retention and disposal schedules continue to undermine effective records lifecycle management in public offices (Leon, 2022). Evidence from studies on Tanzanian local authorities also shows that limited storage space, inadequate records management skills, lack of policies, and insufficient budget allocation contribute to ineffective records management practices (Chacha et al., 2022). These challenges suggest that although regulatory frameworks exist, their implementation remains inadequate in many public institutions. The persistence of ineffective records retention and disposal practices has significant consequences for governance and service delivery. When records are not properly appraised and disposed of according to established schedules, institutions experience excessive accumulation of records, poor storage conditions, and delays in retrieving important information required for decision-making. This situation compromises organizational efficiency, accountability, and transparency in public administration (Ndenje-Sichalwe, Ngulube & Stilwell, 2011). Moreover, poor records management may lead to loss of vital information, duplication of files, and delays in service delivery to citizens (Leon, 2022). In local government authorities, ineffective records lifecycle management can also hinder evidence-based decision-making and weaken institutional memory required for planning and development. Therefore, assessing the effectiveness of records retention and disposal schedules in governing the information lifecycle is crucial to identifying existing gaps and improving records management practices in institutions such as Bagamoyo District Council.

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1.3 Objectives of the study

This section provides information about the general and specific objectives that guide the present study.

1.3.1General objectives

An assessment of the effectiveness of the records retention and disposal schedule in governing the information lifecycles at bagamoyo district council.

1.3.2Specific Objectives

i. To evaluate the alignment of the bagamoyo district council current records retention and disposal schedule with the legal and regulatory requirement in governing their records.

ii. To analyze the implementation of the records retention and disposal schedule in governing the information lifecycles at bagamoyo district council

iii. To examine the challenge hindering effective record retention and disposal schedule in governing the information lifecycles at bagamoyo district council.

1.4 Research Questions

i. What was the current alignment of the Records Retention and Disposal Schedule at Bagamoyo District Council in terms of its design, coverage, and legal compliance?

ii. What was the implementation of the records retention and disposal schedule in governing the information lifecycles at Bagamoyo district council?

iii. What were the challenges hindering effective record retention and disposal schedule in governing the information lifecycles at Bagamoyo district council?

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1.5 Significance of the Study

The findings of this study were significant to multiple stakeholders at Bagamoyo District Council. The study provided an evidence-based diagnosis of the strengths and weaknesses of the current (RRDS) record retention and disposal schedule system. The recommendations guided the council in improving compliance, efficiency, and risk management, potentially leading to cost savings and better service delivery furthermore Tanzania Records and Archives Management Department (RAMD) As the national regulatory body, the RAMD can use insights from this local case to inform national training programs, policy reviews, and support mechanisms for other district councils facing similar challenges There for Academic Research: The study contributed to the body of knowledge on records management practice in East African local governments,

1.6 Scope of the Study and limitation of the study

Scope of the Study refers to the boundaries or coverage of a research. It explains what the study focused on and what it included. This may involve the geographical area (e.g., Bagamoyo District Council), the population (e.g., staff dealing with records), the time frame, and the specific variables or topics being studied (such as records retention and disposal schedule). In simple terms, scope tells the reader what the study covered and where it was conducted. Limitations of the Study are the challenges or constraints that may affect the research. These are factors beyond the researcher's control that may influence the results. Include limited time, lack of enough funds, unavailability of some respondents, or limited access to data. Limitations show what might weaken the study or affect its completeness.

1.6.1 Scope of the study

The study focused on assessing the effectiveness of records retention and disposal schedules in governing the information lifecycle at Bagamoyo District Council. It covered records created, maintained, and disposed of within selected departments of the Council.

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The study examined records management practices related to records creation, use, retention, storage, and disposal. Geographically, the study was confined to Bagamoyo District Council.

1.6.2 Limitations of the Study

The study encountered limitations such as restricted access to confidential or sensitive records, which limited comprehensive assessment. Time and financial constraints also affected the extent of data collection as a student, and furthermore some staff members had limited knowledge of records retention and disposal schedules, which affected the quality of responses. These limitations were mitigated through ethical considerations and appropriate research methods.

1.7 Definition of Key Terms

This section presented operational definitions of various key terms and concepts that were applied in this study.

1.7.1 Records

Information created, received, and maintained as evidence of organizational activities and transactions.ISO15489(2016) or refers to any information created, received, and maintained by an organization or person as evidence of activities, decisions, or transactions. Records can exist in any format, including paper documents, emails, databases, photographs, audio files, or videos. (ICA, 2016)

1.7.2 Records Retention and Disposal Schedule (RRDS)

"A comprehensive instruction that identifies and lists an organization's records series, specifies the length of time each series should be kept (retention period), and provides the appropriate disposition (destruction or transfer to archives) for them" (ISO 15489-1:2016, p. 7).

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1.7.3 Information Lifecycle (or Records Lifecycle)

"The life of a record from its creation or receipt, through its use and maintenance, to its final disposition" (Penn et al., 2014, p. 23). It encompasses the stages of creation, classification, use, storage, retrieval, and disposition.

1.7.4 Effectiveness

The degree to which the RRDS achieves its stated objectives of ensuring legal compliance, operational efficiency, and the systematic preservation or destruction of records at Bagamoyo District Council (Kalusopa & Zulu, 2009).

1.7.5 Records Disposition

"Actions taken regarding records after their secondary (administrative) value has ended. These actions include transfer to a records center, transfer to an archival institution, or destruction" (IRA, 2016, p. 12).

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction of the Chapter

This section provides a comprehensive review of existing literature pertinent to the management of public sector records, with a specific focus on the role and application of Record Retention and Disposal Schedules (RRDS) within municipal councils. The primary purpose of this review is to establish a theoretical and empirical foundation for understanding how RRDS functions as a tool for governance, efficiency, and accountability. The chapter is structured to address the core research objectives systematically. It begins with an overview of the (RRDS) Record retention and disposal schedule, exploring its definition, purpose, and evolution as a critical records management instrument. Following this, the review delves into the practical implementation of RRDS, examining its role in managing both physical and digital records to ensure legal compliance and operational efficiency. The discussion then shifts to the significant organizational, technical, and legal challenges that hinder the effective application of RRDS in the complex environment of municipal councils. To ground the study in established theory, a theoretical review is presented, focusing on the Records Lifecycle Theory and the Records Continuum Model. Finally, the chapter identifies the research gap that this study aims to fill and presents a conceptual framework that visually and descriptively links the key concepts under investigation.

2.1 Overview of Record Retention and Disposal Schedule

The Record Retention and Disposal Schedule (RRDS), often referred to as a records control schedule or disposal authority, is universally acknowledged in archival science and records management literature as the cornerstone of any systematic records management program. It is defined as a comprehensive and authoritative document that specifies how long different categories of records must be kept and what action should be

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taken upon the expiration of that retention period (International Organization for Standardization [ISO], 2016). Schellenberg (1956), in his seminal work Modern Archives: Principles and Techniques, laid the groundwork for modern archival practice by distinguishing between the primary (administrative) and secondary (research/historical) values of records. He argued that a disposal schedule is essential for systematically identifying records worthy of permanent preservation while authorizing the destruction of those with only temporary utility. This foundational principle remains central to contemporary practice. Penn, Pennix, and Coulson (1994), in the Records Management Handbook, expand on this by characterizing the RRDS as the "backbone" of a records management program. They posit that it serves three primary functions. According to Robek, Brown, and Stephens (1995), a standard RRDS typically includes several key elements for each identified record series: a unique identifier or reference code, a descriptive title of the record series, the official responsible for the record, the retention period (often linked to a triggering event, such as "end of financial year" or "project completion"), and the final disposition action (e.g., destroy, transfer to archives, or review). Skupsky (1997) emphasizes the importance of basing retention periods on a thorough analysis of legal, fiscal, administrative, and historical requirements, rather than on arbitrary decisions. The concept of the RRDS has evolved in response to changing organizational and technological contexts. Initially developed for paper-based systems, the schedule was a static document used to authorize periodic "records inventories" and clean-outs. However, as Shepherd and Yeo (2003) note, the advent of digital records has necessitated a more dynamic and integrated approach. The RRDS is no longer just a list but must be embedded within the business processes and technological infrastructure of an organization to automate retention and disposal actions, particularly in an Electronic Document and Records Management System (EDRMS).

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2.2 Implementation of Record Retention and Disposal Schedule in Managing Records

The successful implementation of an RRDS transforms it from a theoretical document into a practical tool for daily records management. The literature highlights its critical role in ensuring accountability, enhancing efficiency, and managing the unique challenges of digital records. Ensuring Legal Compliance, Accountability, and Transparency In the public sector, the implementation of an RRDS is inextricably linked to the principles of good governance. Roper and Millar (1999), in their extensive training materials for the International Records Management Trust (IRMT), argue that for public authorities like municipal councils, records are the primary evidence of their actions, decisions, and transactions. An RRDS ensures that records are retained for the duration required by law for example, statutes of limitations, audit requirements, or data protection regulations and disposed of lawfully thereafter. This systematic management underpins accountability to citizens and oversight bodies. Shepherd and Yeo (2003) add that by providing a clear and auditable trail of what records are kept and why, the RRDS is fundamental to fulfilling Freedom of Information (FOI) requests; an organization cannot provide access to records it cannot locate or manage. Promoting Operational Efficiency and Cost-Effectiveness A primary driver for implementing an RRDS is economic benefit. Without a schedule, organizations suffer from "records creep," the uncontrolled accumulation of documents. Charman (1984), in Records Management and the Public Service, demonstrated that a significant percentage of records in government offices are no longer actively used. Maintaining these semi-active and inactive records in prime office space represents a substantial financial burden. By authorizing the transfer of semi-active records to cheaper off-site storage and the destruction of ephemeral records (e.g., routine notices, drafts), the RRDS frees up valuable space and resources. Gregory (2005) quantifies this, noting that effective implementation can reduce storage costs by up to 30-40% and significantly improve retrieval times for active records, directly enhancing service delivery in a municipal context Implementation in the digital environment the implementation of (RRDS) record retention and disposal schedule in the digital age presents both

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opportunities and challenges. Dearstyne (2000), in Managing Records in the Digital Age, stresses that for digital records, implementation must be proactive and automated. The sheer volume of email, documents, and data in municipal systems makes manual disposition impossible. Therefore, implementation involves configuring the (RRDS) record retention and disposal schedule rules within an (EDRMS) electronic document record Management to trigger automated actions, such as moving records to "inactive" folders, applying hold orders in case of litigation, or initiating permanent deletion. Cunningham (2011) highlights that a key aspect of digital implementation is managing technological obsolescence; the schedule must ensure that records are migrated to new formats or systems before their current platform becomes unsupportable, ensuring long-term accessibility for those with archival value.

2.3 Challenges Hindering Effective Record Retention and Disposal Schedule at Municipal Councils

Despite its recognized importance, the literature reveals a consistent set of barriers that impede the effective implementation of RRDS, particularly within the complex and resource-constrained environment of municipal councils. These challenges can be categorized into organizational, resource-based, legal, and technological factors. Organizational and Cultural Challenges, this is widely regarded as the most significant obstacle. Williams (2006), in her study of local government archives, found a pervasive "culture of retention" driven by risk aversion. Staff and managers, fearing potential audits, legal challenges, or public inquiries, often hoard records "just in case," directly contravening the disposal schedule. Skupsky (1997) terms this "record phobia," a deep-seated reluctance to destroy any piece of paper, regardless of its legal standing. This is compounded by a general lack of awareness and training. As noted by Stephens (2007), if municipal employees are not educated on the purpose and legal basis of the RRDS, they will not trust it and will continue to create and store records in personal drives or unofficial filing systems, undermining the entire program. Furthermore, Resource and Capacity Constraints Municipal councils, especially smaller or rural ones, often operate with

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limited budgets and competing priorities. The IRMT (2004), in its reports on public sector recordkeeping in developing economies, consistently highlights a lack of dedicated, trained records management personnel. Responsibility for records is often an add-on to an administrative officer's duties, leaving no time for the systematic application of the RRDS. Gregory (2005) adds that implementation requires investment in physical infrastructure (secure shelving, archive-grade boxes) and digital infrastructure (EDRMS, secure servers), which are often seen as low-priority expenses compared to frontline services like roads and sanitation. Despite of Legal and Regulatory Complexity the legal environment governing municipal records is notoriously complex. Roper and Millar (1999) detail that a single municipal record, such as a personnel file or a contract for a new building, can be subject to multiple, sometimes conflicting, legal requirements from labor law, tax law, public records law, and privacy legislation. Keeping the RRDS synchronized with this constantly evolving legal framework is a major challenge. A change in data protection law, for example, can require a comprehensive review of all schedules governing records containing personal data, a process many councils struggle to resource. Technological Challenges for Digital Records the transition to digital recordkeeping has introduced new technical hurdles. Bearman (1994), a pioneer in electronic records management, argued early on that traditional, paper-based scheduling models are ill-suited for dynamic digital systems. Key challenges identified in recent literature include: Volume and Velocity: The sheer volume of emails, social media content, and born-digital documents is overwhelming ,Technical Deletion: Ensuring that records marked for destruction are securely and irrevocably deleted from all backups, servers, and cloud storage is technically difficult, System Integration: Many digital records are created and stored within line-of-business systems (e.g., financial systems, property tax databases) that may not integrate with a central EDRMS, meaning the RRDS cannot be applied to them effectively (Johnston & Bowen, 2005).

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2.4 Theoretical Review

To provide a robust analytical lens for this study, one (1) foundational theory from the field of archival science and records management are reviewed: the Records Lifecycle Theory

2.4.1 Records Lifecycle Theory

The Records Lifecycle Theory is a traditional and widely used model for understanding the management of records. It posits that a record, like a biological organism, has a distinct life, moving through sequential stages from birth to death. The classic articulation of this theory, as described by Charman (1984) and Robek et al. (1995), comprises the following phases. Creation or Receipt: The record is generated or captured by the organization, Active Use/Maintenance: The record is frequently used for current business and is stored in an accessible location (e.g., a filing cabinet or active server), Semi-Active Use: The record is used less frequently but must be retained for legal or fiscal reasons. It is often moved to cheaper, off-site storage, Disposition: At the end of its defined life, the record is either destroyed or, if it has enduring historical value, transferred to an archival institution for permanent preservation. The records retention and disposal schedule (RRDS) is the primary instrument for managing this lifecycle. It determines the length of the active and semi-active phases and dictates the final disposition. This theory is highly relevant for this study as it provides a clear, sequential framework for understanding why and when retention and disposal actions should occur. Its strength lies in its simplicity and its clear focus on efficiency and cost-saving at each stage (Yusof & Chell, 2000).

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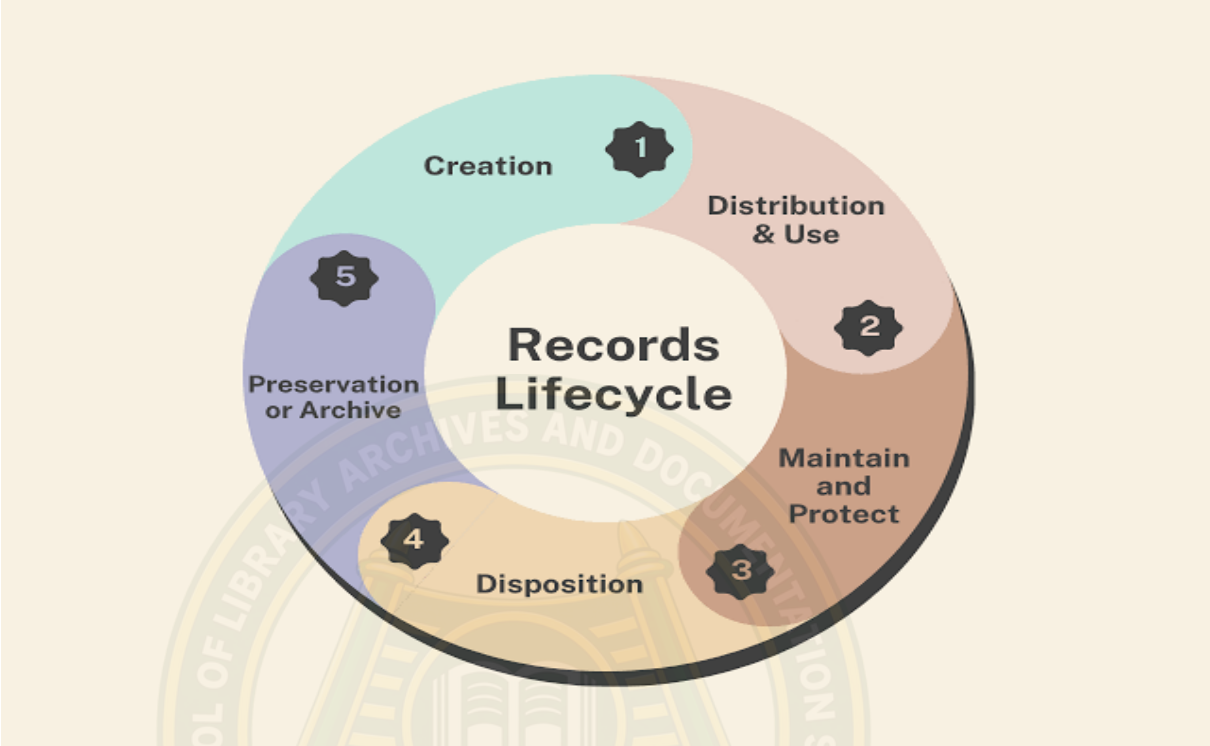


Figure: 2.1 Record lifecycle
Source; Records Management Unit of Public Works and Services (2023)

Figure 2.1 illustrates the Records Life Cycle Theory, which explains that records pass through a sequence of stages from their creation to their final disposition. The first stage is creation or receipt, where records are generated or received during the course of organizational activities. After creation, records enter the active stage, where they are regularly used for decision-making, administration, and service delivery. As records become less frequently used, they move to the semi-active stage, where they are retained mainly for legal, administrative, or financial purposes. During this stage, records are maintained according to the approved records retention and disposal schedule. At the end of their retention period, records undergo appraisal to determine whether they should be destroyed because they no longer have value or transferred to archival custody for permanent preservation if they possess enduring administrative, legal, fiscal, or historical value. The theory therefore emphasizes systematic control of records throughout their

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entire lifecycle to ensure efficiency, accountability, legal compliance, and preservation of valuable information (Roper & Millar, 1999; Shepherd & Yeo, 2003).

2.4.2 Applicability of the Records Life Cycle Theory to the Study

The Records Life Cycle Theory is relevant to this study because it provides a framework for understanding how records should be managed from creation to final disposal or permanent preservation. Since this study assessed the effectiveness of the Records Retention and Disposal Schedule in governing the information lifecycles at Bagamoyo District Council, the theory explains the role of the retention and disposal schedule in controlling records at every stage of their lifecycle. The schedule guides how long records should be retained, when they should be appraised, and whether they should be destroyed or transferred to archives. The theory also supports the study objectives by helping assess whether the existing retention and disposal schedule complies with legal requirements, how effectively it is implemented, and the challenges affecting its application. Therefore, the Records Life Cycle Theory provides an appropriate theoretical foundation for evaluating records retention and disposal practices and their contribution to effective information lifecycle management at Bagamoyo District Council.

2.5 Conceptual Framework

A conceptual framework articulates the key concepts, variables, and relationships that form the analytical scaffolding of a study (Ravitch & Riggan, 2017). In this study, the conceptual framework is constructed around three interrelated elements: the independent variable (Records Retention and Disposal Schedule), mediating factors (enabling and hindering contextual factors), and the dependent variable (information lifecycle governance outcomes at Bagamoyo District Council).The framework posits that the design and implementation of (RRDS) record retention and disposal schedule encompassing policy frameworks, legal mandates, classification systems, and appraisal mechanisms directly influences the effectiveness of information lifecycle governance. However, this relationship is mediated by a range of contextual factors, including human

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resource capacity, financial resources, ICT infrastructure, management support, and regulatory compliance. These mediating factors can either enable or constrain the effectiveness of RRDS in achieving desired governance outcomes, including improved record accessibility, reduced storage costs, regulatory compliance, enhanced accountability and transparency, and the preservation of institutional memory.

CONCEPTUAL FRAMEWORK		
Records Retention and Disposal Schedule in Governing Information Lifecycles at Bagamoyo District Council		
INDEPENDENT VARIABLE	**MEDIATING FACTORS**	**DEPENDENT VARIABLE**
Records Retention & Disposal Schedule (RRDS) • Policy frameworks • Legal mandates • Classification systems • Appraisal mechanisms	**Enabling / Hindering Factors** • Staff training & capacity • Financial resources • ICT infrastructure • Management support • Regulatory compliance	**Information Lifecycle Governance Outcomes** • Improved record accessibility • Reduced storage costs • Regulatory compliance • Accountability & transparency • Preservation of institutional memory
↓	↕ *Influence*	↓
ULTIMATE OUTCOME: Effective Information Lifecycle Management at Bagamoyo District Council		

Figure: 2.2 Conceptual framework

Source; George c. cunnigham (2014) The lawyer's Guide to records Management

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The conceptual framework illustrates the causal pathway through which RRDS affects information lifecycle governance at Bagamoyo District Council. The independent variable the Records Retention and Disposal Schedule encompass four dimensions: the policy frameworks that authorize the RRDS, the legal mandates that require its implementation, the classification systems that support records identification and scheduling, and the appraisal mechanisms that determine the value and retention periods of individual records series. The mediating factors operate at two levels. At the organizational level, they include staff training and capacity, financial resources, ICT infrastructure, and management support. At the regulatory level, they include the degree of compliance with national and international records management standards. These factors interact dynamically, such that improvements in one area (such as staff training) may be undermined by deficiencies in another (such as inadequate ICT infrastructure), highlighting the importance of addressing all mediating factors simultaneously for RRDS implementation to be fully effective. The dependent variable information lifecycle governance outcomes is operationalized through five measurable outcomes: improved record accessibility, reduced storage costs, regulatory compliance, enhanced accountability and transparency, and the preservation of institutional memory. The ultimate outcome, as depicted at the base of the framework, is effective information lifecycle management at Bagamoyo District Council, which serves as the overarching objective of the RRDS and the criterion against which its effectiveness is evaluated in this study.

2.6 Research Gap

The literature reviewed demonstrates a rich body of knowledge on the principles and importance of RRDS. Foundational texts and international standards provide clear guidelines on how schedules should be developed (Schellenberg, 1956; ISO, 2016). Furthermore, there is substantial research on the general challenges of records management in the public sector, including resource constraints and organizational culture (Williams, 2006; IRMT, 2004). Studies have also explored the technical difficulties of

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applying traditional schedules to digital records (Bearman, 1994; Cunningham, 2011). However, a critical review of this literature reveals a significant gap. There is a distinct lack of focused, empirical research that examines the specific and combined interplay of these challenges at the operational level within a single municipal council. Most studies either provide broad overviews applicable to all public sector organizations or focus on a single challenge (e.g., legal compliance) in isolation, practical Implementation Realities: There is a gap between the "ideal" implementation prescribed in standards and textbooks, and the messy, practical realities faced by records staff on the ground. The literature lacks detailed case studies that capture the lived experiences of those tasked with implementing an RRDS in a challenging municipal environment. This study, therefore, aims to fill this gap by conducting an in-depth, empirical investigation into the implementation of an RRDS in a specific municipal council, holistically examining the full range of challenges and their interconnections as experienced by the staff. Despite the extensive body of literature on records retention and disposal schedules (RRDS), most studies have primarily focused on general principles, legal frameworks, and challenges affecting records management in public institutions. For instance, studies by Ndenje-Sichalwe et al. (2011) and Rutta & Ndenje-Sichalwe (2021) highlight weaknesses in records management practices in Tanzanian public offices, particularly in terms of inadequate resources and lack of skilled personnel. Similarly, international studies (ISO, 2016; Shepherd & Yeo, 2003) emphasize the importance of RRDS in ensuring compliance, accountability, and efficiency. However, these studies tend to provide broad overviews and do not offer in-depth empirical analysis of how RRDS is actually implemented at the operational level within specific local government authorities. In particular, there is limited research that examines the effectiveness of RRDS in governing the entire information lifecycle within a single municipal council context. Furthermore, existing studies often focus on challenges in isolation rather than analyzing how multiple factors such as staff capacity, ICT infrastructure, and management support interact to influence RRDS implementation. In this study seeks to fill this gap by conducting an in-depth assessment of the effectiveness of records retention and disposal schedules in governing information

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lifecycles at Bagamoyo District Council. The study provided empirical evidence on the practical realities of RRDS implementation and offered context-specific recommendations for improving records management practices in local government authorities.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the research methodology that guided the study on the effectiveness of Records Retention and Disposal Schedule (RRDS) in governing information lifecycles at Bagamoyo District Council. Research methodology refers to the systematic, theoretical analysis of the methods applied to a field of study. It encompasses the philosophical assumptions, strategies, and specific techniques used in the collection, analysis, and interpretation of data. According to Creswell (2014), research methodology is a framework that enables a researcher to design a study in a way that is coherent, reliable, and valid. This chapter therefore discusses the research approach, research design, area of the study, target population, sample size and sampling techniques, data collection methods, data analysis methods, and ethical considerations.

3.1 Research Approach

A research approach refers to the plan and procedure for research that spans the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation (Creswell & Creswell, 2018). It was a strategic orientation that determines how a researcher engages with a research problem. Research approaches are broadly categorized into qualitative, quantitative, and mixed methods approaches. This study adopted a mixed methods research approach, combining both qualitative and quantitative methods. A qualitative approach involves the collection of non-numerical data to understand experiences, perceptions, and meanings (Bryman, 2016), while a quantitative approach involves the systematic empirical investigation of phenomena through statistical or mathematical data (Kothari, 2004).The mixed methods approach was deemed appropriate for this study because the effectiveness of RRDS in governing information lifecycles at Bagamoyo District Council requires both statistical evidence and in-depth qualitative

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explanations. Quantitative data provided measurable information on compliance rates and usage of the RRDS, while qualitative data offered contextual understanding of challenges and perceptions among records management staff and stakeholders.

3.2 Research Design

Research design refers to the overall strategy or blueprint that a researcher uses to integrate the different components of a study in a coherent and logical way, thereby ensuring the research question is effectively addressed (Yin, 2014). It is the framework within which data is collected and analyzed. Common research designs include descriptive, exploratory, explanatory, and case study designs. This study employed a case study research design. A case study is a qualitative or mixed-method approach that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and context are not clearly evident (Yin, 2014). Bagamoyo District Council was selected as the single case site for in-depth investigation. The descriptive component of the design was also employed to describe the current state of RRDS implementation, compliance levels, and information lifecycle management practices. Descriptive research design is appropriate when a researcher aims to accurately and systematically describe a population, situation, or phenomenon (Kothari, 2004). This design enabled the researcher to gather comprehensive information on how RRDS functions within the council, identify gaps, and make informed recommendations.

3.3 Area of the Study

The area of the study refers to the geographical location, institution, or setting within which the research is conducted. It describes the physical and organizational context in which the study takes place, including relevant background information about that setting (Mugenda & Mugenda, 2003). This study was conducted at Bagamoyo District Council, located in the Pwani (Coast) Region of Tanzania, approximately 75 kilometers north of Dar es Salaam. Bagamoyo District is one of the oldest towns in East Africa and serves as a significant administrative center. The Bagamoyo District Council is a local government

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authority mandated to deliver public services to the district's population in areas including health, education, agriculture, water, and infrastructure. The council was selected as the study area because of its active records management function and its obligation to comply with the Records and Archives Management Act No. 3 of 2002 of Tanzania, which requires all public institutions to develop and implement a Records Retention and Disposal Schedule. The council maintains a significant volume of administrative and operational records, making it an ideal site for assessing the effectiveness of RRDS in governing information lifecycles.

3.4 Target Population

Target population refers to the entire group of individuals, objects, or events that share common characteristics relevant to the research problem and from which a sample is drawn for the purpose of the study (Kombo & Tromp, 2006). It is the complete set of units to which the researcher wishes to generalize the findings of the study. The target population for this study comprised all staff at Bagamoyo District Council who are directly or indirectly involved in records management and information governance activities. This included Records Management Officers and Clerks, Heads of Departments (HoDs)5, Registry Staff and Administrative Assistants Information and Communication Technology (ICT) Officers the District Records Manager and Internal Auditors The total target population was estimated at approximately 50 individuals, based on the organizational structure and staff registry obtained from the Human Resources Department of Bagamoyo District Council.

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Table 3.1 Target population

Record manager	**20**
Heads of departments	**5**
Registry staff and administrative Assistant	**5**
Information technology (ICT) officers	**10**
District Record manager	**5**
Internal auditors	**5**
TOTAL POPULATION	**50**

3.5 Sample Size and Sampling Techniques

Sample size refers to the number of individuals or units selected from the target population to participate in the study and whose responses are used to make inferences about the wider population (Mugenda & Mugenda, 2003). Sampling, on the other hand, is the process of selecting a representative subset of individuals from a larger population in order to study and draw conclusions about that population (Kothari, 2004). for this study, a sample of 50 respondents was selected from the target population of individuals. The sample size was determined using Slovin's formula (1960), which provides a scientific basis for determining sample size from a known population. The formula is expressed as:

$n = N / 1 + N(e^2)$, where n is the sample size, N is the total population, and e is the margin of error (set at 0.05). where by

$$N = 50$$

$$n = ?$$

$$e = 0.05$$

$$n = 50/1+ 50(0.05^2)$$

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$$n = 50/ 1+ 50 \times 0.0025$$

$$n = 50/ 1 + 0.125$$

$$n = 50/ 1.125$$

$$n = 44$$

total sample size is 44.

3.5.2 Sampling Techniques

In this study, sampling techniques refer to the methods used to select a group of respondents (such as staff and officers) from Bagamoyo District Council who participated in the research about records retention and disposal practices. Sampling techniques are the methods used to choose a small group of employees from Bagamoyo District Council who can provide reliable information about how records are kept, retained, and disposed. The study employed both purposive sampling and simple random sampling.

3.5.2.1 Purposive sampling

This refer to the judgmental or selective sampling, is a non-probability sampling technique in which the researcher deliberately selects participants based on specific characteristics or criteria relevant to the study (Patton, 2002). This technique was used to select key informants such as the District Records Managers 25, Heads of Departments 9, and ICT Officers 10 who possess specialized knowledge about RRDS implementation.

3.5.2.2 Simple random sampling

A probability sampling technique in which every member of the target population has an equal chance of being selected (Kothari, 2004), was used to select registry staff, records clerks, and administrative assistants. This technique minimized selection bias and enhanced the representativeness of the sample, thereby improving the generalizability of findings.

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3.6 Data Collection Method

Data collection methods refer to the tools, techniques, and procedures used by a researcher to gather relevant information from the sample population (Bell, 2014). The selection of data collection methods depends on the nature of the research, the research design, and the type of data required. This study employed the following data collection methods:

3.6.1 Secondary data

Refers to information that has already been collected and recorded by other researchers or institutions for a different purpose but is later used by a current researcher to support their study; this type of data is commonly obtained from sources such as books, journals, government reports, and organizational records, and it is useful because it saves time and cost, although it may sometimes be outdated or not fully match the research objectives (John W. Creswell, 2014).

3.6.1.1 Document review

Is a qualitative research technique that involves the systematic examination of existig documents, records, and written materials relevant to the research topic (Bowen, 2009). In this study, relevant documents reviewed included the Bagamoyo District Council's RRDS, records management policy, disposal registers, transfer schedules, and inspection reports. Document review helped triangulate data obtained through questionnaires and interviews and provided empirical evidence on how information lifecycle management is practiced at the council.

3.6.2 Primary data

Primary data refers to information collected directly by a researcher from first-hand sources for the specific purpose of a study, usually through methods such as surveys, interviews, observations, or experiments; this data is considered more accurate and relevant to the research objectives. Kothari C.R. (2004).

3.6.2.1 Questionnaire

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A questionnaire is a research instrument consisting of a series of written questions designed to gather structured information from respondents (Kothari, 2004). Self-administered questionnaires were distributed to records staff and administrative officers. The questionnaire contained both closed-ended and open-ended questions to capture both quantitative and qualitative data on RRDS awareness, implementation, and effectiveness. Questionnaires were chosen because they allow data collection from a large number of respondents within a relatively short time and at a lower cost.

3.6.2.2 Interview

An interview is a data collection method in which the researcher engages in direct verbal communication with the respondent to gather in-depth information (Creswell, 2014). Semi-structured interviews were conducted with key informants including the District Records Manager, Heads of Departments, and ICT Officers. Semi-structured interviews provided flexibility in exploring themes while maintaining consistency in questioning. This method was particularly useful in obtaining detailed, contextual insights about the effectiveness of RRDS.

3.6.2.3 Observation

Observation is a data collection method involving the systematic watching, listening to, and recording of people, events, or phenomena in their natural setting (Patton, 2002). Non-participant observation was used to observe the physical conditions of the registry, filing systems, storage facilities, and records disposal practices at the council. This method provided first-hand, objective evidence that complemented data from other sources.

3.7 Instrumentation

In line with the mixed methods approach adopted, the study employed a variety of data collection instruments. As Creswell and Plano Clark (2007) note, a mixed methods approach enables researchers to draw on the full range of data collection tools, without being confined to those traditionally associated with either qualitative or quantitative

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methods alone. Accordingly, multiple instruments were used to gather primary data for this study, as detailed in the following subsections.

3.7.1 Questionnaire guide

The questionnaire is designed as a primary data collection tool to gather relevant information from staff involved in records management at Bagamoyo District Council. Its main purpose is to assess the effectiveness of records retention and disposal schedules in governing the information lifecycle within the council. The questionnaire included both close-ended and open-ended questions to capture quantitative data for statistical analysis as well as qualitative insights for understanding challenges and practices in records management. Respondents were selected based on their involvement in records management activities, such as records officers, clerks, and administrators. The instrument is structured to cover key areas of the study, including awareness of retention policies, implementation of disposal procedures, and perceived effectiveness of current practices. The collected data was analyzed to identify patterns, gaps, and areas for improvement, thus directly supporting the research objectives. This approach ensures that the research captures comprehensive information while maintaining a clear focus on the study's scope, allowing for reliable and valid results despite potential limitations such as limited availability of respondents or restricted access to some records.

3.7.2 Observation checklist

The observation checklist in this study is used to monitor and assess the effectiveness of records retention and disposal practices at Bagamoyo District Council. It examines how records are stored, organized, and labeled, ensuring they are easily accessible. The checklist checks whether records are kept according to the official retention schedule and disposed of properly when obsolete. It also observes the security of records, their updating, staff compliance with policies, and the use of technology in managing information. Additionally, it considers staff involvement in records management and notes any challenges, such as missing documents or poor filing practices, that may affect effective

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management. This tool provides objective and reliable data on how well the council implements its records retention and disposal schedule.

3.7.3 Interview guide

Interview guidelines are structured instructions used to conduct interviews consistently and systematically, ensuring that all participants are asked similar questions (Kumar, 2019). In this study, the guidelines are designed to collect information from Bagamoyo District Council staff about records retention, disposal schedules, and information lifecycle management. They help focus the interviews on the research objectives, allow for both factual and opinion-based questions, and provide flexibility for follow-up questions to clarify responses. The guidelines ensure consistency, reduce bias, and help the researcher accurately document staff experiences and challenges in managing records Creswell & Poth, (2018).

3.8 Data quality control

Data quality control refers to the procedures and strategies employed to ensure that the data collected from participants is reliable and valid in relation to the research objectives (Punch, 2012). In this study, data quality control measures were strictly observed to ensure that the data collected is relevant and capable of adequately addressing the research questions. To achieve this, the approaches outline in the subsequent sections were carefully implements.

3.9 Data Analysis Methods

Data analysis refers to the process of systematically examining, cleaning, transforming, and modeling data with the goal of discovering useful information, drawing conclusions, and supporting decision-making (Kothari, 2004). The method of data analysis used depends on the nature of the data collected and the research objectives. Given the mixed methods nature of this study, both quantitative and qualitative data analysis methods were applied.

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3.9.1 Quantitative Data Analysis

Quantitative data obtained through questionnaires was analyzed using descriptive statistics. Descriptive statistics involve the use of numerical measures such as frequencies, percentages, means, and standard deviations to summarize and describe the characteristics of a dataset (Bryman, 2016). Data was coded, entered, and analyzed using the Statistical Package for Social Sciences (SPSS) Version 26.0. Results were presented in tables, charts, and graphs to facilitate easy interpretation and comparison.

3.9.2 Qualitative Data Analysis

Qualitative data gathered through interviews, observation, and document review was analyzed using thematic analysis. Thematic analysis is a method used to identify, analyze, and report patterns or themes within qualitative data (Braun & Clarke, 2006). The researcher transcribed interview responses, read through the data repeatedly, coded responses into categories, and identified emerging themes aligned with the research objectives. These themes were then interpreted in relation to existing literature and theoretical frameworks on information lifecycle management and records management. The combined analysis of quantitative and qualitative data through triangulation enhanced the validity, reliability, and completeness of the study findings.

3.10 Ethical Considerations

Ethical considerations in research refer to the moral principles and standards that guide the conduct of research to protect the rights, dignity, welfare, and privacy of research participants (Israel & Hay, 2006). Ethics in research ensures that the research process is conducted responsibly, honestly, and with integrity, thereby maintaining the credibility and trustworthiness of the research findings. Informed Consent, Informed consent refers to the process by which participants are provided with comprehensive information about the study and voluntarily agree to participate without coercion (Resnik, 2015). Before data collection, all participants were given a consent form explaining the purpose, objectives,

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and procedures of the study. Participation was strictly voluntary, and participants were informed of their right to withdraw at any time without consequences. Confidentiality and Anonymity, Confidentiality refers to the obligation of the researcher to protect the personal information of participants and ensure it is not disclosed to unauthorized parties, while anonymity means that the identities of participants are not linked to their responses (Bell, 2014). All data collected was treated with strict confidentiality. Participants were not required to disclose their names, and all information provided was used solely for academic research purposes. Questionnaires and interview transcripts were stored securely and accessible only to the researcher. Permission to Conduct Research, the researcher obtained the necessary official permission to conduct the study from the relevant academic institution and the Bagamoyo District Council administration. Ethical clearance was sought from the relevant research authority to ensure compliance with national and institutional research guidelines. This ensured that the research was conducted within legally and institutionally sanctioned boundaries. Avoidance of Harm, the principle of non-maleficence requires that researchers do not cause any physical, psychological, social, or professional harm to participants (Israel & Hay, 2006). The study ensured that no sensitive questions were posed in a manner that could cause distress or embarrassment to respondents. Interview questions were carefully crafted to be professional, respectful, and focused on organizational practices rather than personal conduct. Honesty and Integrity, the researcher maintained the highest standards of academic honesty and integrity throughout the research process. All data collected was reported accurately and without manipulation or fabrication. Findings and conclusions drawn were based solely on the evidence gathered from the field, and appropriate acknowledgment was given to all sources of information through proper citation and referencing

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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 in relation to the study titled "An Assessment of the Effectiveness of Records Retention and Disposal Schedule in Governing Information Lifecycles at Bagamoyo District Council." The chapter is organized into seven main sections: the meaning and response rate of respondents, the demographic characteristics of respondents, the alignment of the current records retention and disposal schedule with legal and regulatory requirements, the implementation of the schedule in governing information lifecycles, the challenges hindering its effective implementation, a discussion of the findings in relation to existing literature and theory, and a chapter summary. A sample of 44 respondents drawn from Records Management Officers and Clerks, Heads of Departments, Registry Staff and Administrative Assistants, ICT Officers, the District Records Manager, and Internal Auditors participated in the study through questionnaires, interviews, document review, and observation, in line with the mixed methods approach and case study design described in Chapter Three.

4.1 Response Rate of Respondents

Response rate refers to the proportion of sampled respondents who actually completed and returned the research instruments out of the total number that were originally distributed (Mugenda & Mugenda, 2003). It is a key indicator of the reliability and representativeness of a study's data, since a low response rate raises the risk of non-response bias, while a high response rate strengthens confidence that the findings can reasonably be generalized to the wider target population (Fowler, 2014). Out of the 44 questionnaires that were distributed to the sampled respondents at Bagamoyo District Council, all 44 were correctly filled in and returned, giving a response rate of 100 percent.

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4.2 Demographic Characteristics of Respondents

This section presents the background characteristics of the respondents who took part in the study, namely gender, age, level of education, and work experience. Understanding these characteristics helps to contextualize the responses given, since respondents' maturity, qualifications, and exposure to records management practice may be related to their demographic profile.

4.2.1 Gender of the Respondents

Gender refers to the socially constructed roles, behaviors, and attributes that a given society considers appropriate for men and women, as distinct from biological sex (Ridgeway, 2011). In records management studies, gender distribution is examined to establish whether both men and women are adequately represented among the staff responsible for handling, retaining, and disposing of organizational records, since balanced representation strengthens the credibility of the views gathered (Mnjama, 2005).

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	26	59.1%
Female	18	40.9%
Total	**44**	**100%**

Source: *Field Data (2026)*

The findings in Table 4.1 indicate that out of 44 respondents, 26 (59.1%) were male, while 18 (40.9%) were female. This implies that male respondents constituted the majority of the participants in this study. Nevertheless, the inclusion of both male and female respondents ensured that the study captured diverse perspectives regarding the effectiveness of the Records Retention and Disposal Schedule at Bagamoyo District Council. The gender distribution suggests that both groups were adequately represented, enhancing the reliability and credibility of the findings. These findings are consistent with

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Mnjama (2005), who argues that the inclusion of respondents from different gender groups enhances the representativeness and credibility of records management research because both men and women contribute valuable experiences in records management practices. Similarly, Ridgeway (2011) explains that gender diversity in organizational studies provides balanced perspectives and improves the quality of research findings.

4.2.2 Age of the Respondents

Age refers to the length of time an individual has lived, and is often grouped into categories for the purpose of analyzing how maturity and length of service influence organizational behavior and job performance (Sterns & Miklos, 1995). In the context of records management, age is considered relevant because employees in different age brackets may possess varying levels of exposure, experience, and attitude toward the application of records retention and disposal procedures (Kemoni, 2009).

Table 4.2: Distribution of Respondents by Age Group (n=44)

Age Group	Frequency	Percentage (%)
21 – 30 Years	12	27.3%
31 – 40 Years	18	40.9%
41 – 50 Years	9	20.5%
Above 50 Years	5	11.3%
Total	**44**	**100%**

Source: *Field Data (2026)*

The majority of the respondents 18 (40.9%) percentage were aged between 31 and 40 years, followed by those aged 21 to 30 years 12 (27.3%) percentage, 9 respondents (20.5%) aged 41–50 years, and 5 respondents (11.3%) aged above 50 years. This implies that most of the respondents were mature and experienced employees who were well placed to provide informed opinions on the alignment, implementation, and challenges of the

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records retention and disposal schedule at the council. It enables the researcher to understand whether respondents are young, middle aged, or older, and how their age may influence their knowledge, experience, attitudes, and performance in their work. The findings agree with Kemoni (2009), who states that employees in the productive age group are more likely to possess practical knowledge and experience in implementing records management procedures. Likewise, Sterns and Miklos (1995) argue that age influences employees' work experience, organizational knowledge, and their ability to implement administrative procedures effectively.

4.2.3 Education Level of the Respondents

Education level refers to the highest academic or professional qualification attained by an individual, ranging from certificate to postgraduate qualifications, and is commonly used as an indicator of an individual's capacity to understand and apply technical and procedural requirements within an occupation (UNESCO, 2012). In records management, the education level of staff is important because it influences their ability to interpret the legal, administrative, and technical provisions embedded in records retention and disposal schedules (Ngulube & Tafor, 2006).

Table 4.3: Distribution of Respondents by Education Level (n=44)

Education Level	Frequency	Percentage (%)
Diploma	12	27.3%
Degree	28	63.6%
Masters	4	9.1%
Total	44	100%

Source: Field Data (2026)

The findings indicate that the majority of respondents 28 (63.6%) percent held bachelor's degrees, 12 (27.3%) percent held diplomas, and 4 (9.1%) percent held master's degrees.

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This suggests that respondents possessed adequate educational qualifications to understand the legal, procedural, and technical aspects of records retention and disposal schedules, which enhances the credibility of the data collected. These findings support UNESCO (2012), which emphasizes that higher educational attainment enhances employees' capacity to understand and apply technical and administrative procedures. Similarly, Ngulube and Tafor (2006) argue that educated records personnel are more likely to interpret and implement records management policies and retention schedules effectively. This education distribution likely enhances operational efficiency and technical competency in usage of record retention and disposal schedule. Because it helps researcher understand whether respondents have the knowledge and skills needed to provide reliable information about the study

4.2.4 Work Experience of the Respondents

Work experience refers to the length of time an employee has served in an organization or occupation, and is commonly used as a proxy for accumulated skill, familiarity with organizational procedures, and institutional memory (Ng & Feldman, 2010). In records management, work experience is significant because staff who have served longer are more likely to be familiar with the historical development, gaps, and practical application of the records retention and disposal schedule within their institution (Roper & Millar, 1999).

Table 4.4: Distribution of Respondents by Work Experience (n=44)

Work Experience	Frequency	Percentage (%)
Less than 5 Years	9	20.5%
5 – 10 Years	17	38.6%
11 – 15 Years	12	27.3%
Above 15 Years	6	13.6%
Total	**44**	**100%**

Source: *Field Data (2026)*

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The findings show that the majority of respondents 17 (38.6%) percentage had between 5 and 10 years of work experience, followed by those with 11 to 15 years of experience 12 (27.3%) percentage while only 6 (13.6%) percentages had served for more than 15 years. This suggests that most respondents had accumulated sufficient organizational experience to provide informed opinions on the alignment, implementation, and challenges associated with the records retention and disposal schedule at the council, The findings are consistent with Roper and Millar (1999), who explain that employees with several years of experience are more familiar with records management procedures, retention schedules, and disposal practices because they have participated in records management activities over time. Similarly, Ng and Feldman (2010) argue that work experience improves employees' knowledge, competence, and understanding of organizational procedures, leading to more informed responses during research.

4.3 Alignment of the Bagamoyo District Council Current Records Retention and Disposal Schedule with the Legal and Regulatory Requirements in Governing their Records

This was the first objectives of this report which sought to access the Effectiveness of the Records Retention and Disposal schedule that Governing the Information Lifecycle at Bagamoyo District Council. In the context of this study, refers to the degree of consistency between the Bagamoyo District Council's records retention and disposal schedule and the legal and regulatory requirements that govern records management in Tanzania, including the Records and Archives Management Act No. 3 of 2002 and its Regulations of 2007, as well as international standards such as ISO 15489-1:2016 (Roper & Millar, 1999). A records retention and disposal schedule were considered well-aligned when its structure, coverage, and retention periods are periodically reviewed and updated to reflect current statutory provisions (ISO, 2016). This objective sought to evaluate the alignment of Bagamoyo District Council's current records retention and disposal schedule with the legal and regulatory requirements governing records management in Tanzania

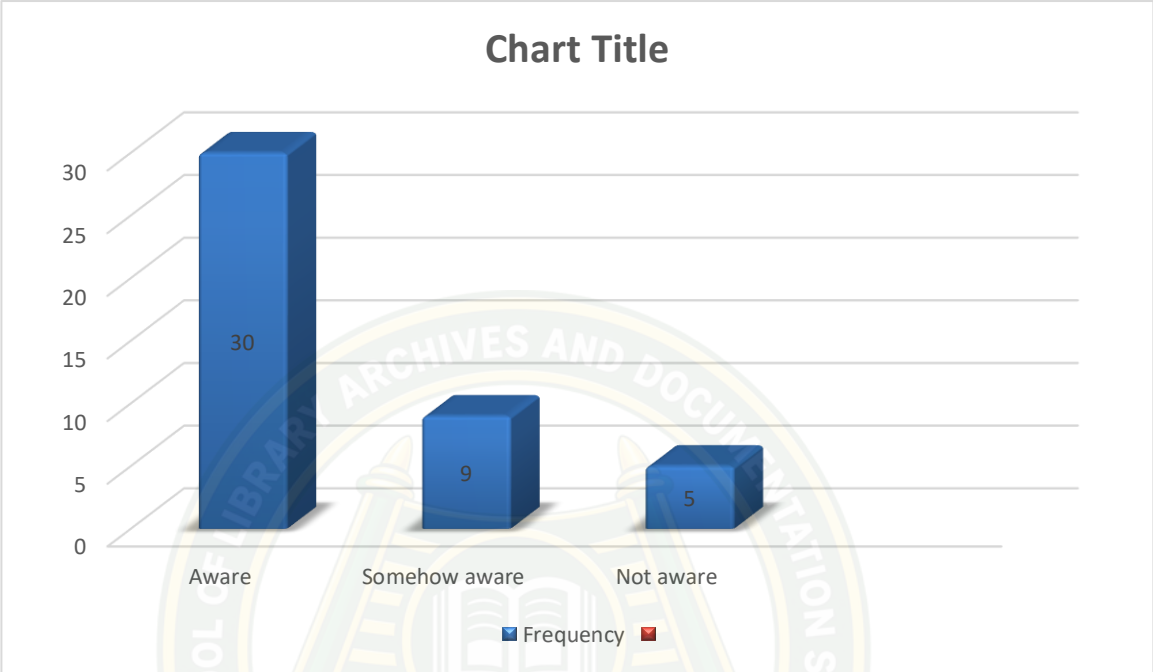
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4.3.1 Awareness of Legal and Regulatory Requirements Governing Records Management

This sought to establish the extent to which staff at Bagamoyo District Council were aware of the legal and regulatory requirements governing records management, since staff awareness is widely regarded as a precondition for effective compliance with retention and disposal schedules. Scholars have argued that a records retention schedule can only be as effective as the level of understanding that record-creating staff have of the statutory obligations behind it; where awareness was low, schedules tend to be poorly applied even when they are technically sound (Ngulube,2006). Similarly, Mnjama (2003) observed that in many African public sector institutions, records management regulations exist in written form but remain largely unknown to the officers responsible for implementing them, resulting in inconsistent retention and disposal practices. Kemoni and Wabwoba (2005) further noted that awareness of legal frameworks such as national archives legislation is a critical enabler of accountability, transparency, and proper records disposal, since staff who understand the legal consequences of premature or improper disposal are more likely to adhere to approved schedules. It was against this background that the study sought to determine the level of awareness among Bagamoyo District Council staff regarding the Records and Archives Management Act No. 3 of 2002, its Regulations of 2007, and related standards.

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Figure 4.1 Distribution of Awareness of Legal and Regulatory Requirements Governing Records Management



Source: Field Data (2026)

The findings show that 68.2% percent of respondents 30 were aware of the legal and regulatory requirements governing records management, while 11.3% percent indicated 5 respondent no awareness at all and 9 respondent 20.5% are somehow aware. This suggests that although a majority of staff have some knowledge of the legal framework, a notable proportion still operate without adequate understanding of the statutory obligations underpinning the retention and disposal schedule. During the interview One of the respondents highlighted that:

"*The current records retention schedule is moderately effective. It provides clear guidance on how long records should be kept and when they should be disposed of"*

This finding is consistent with the observation of Mnjama (2003) that awareness gaps persist even in institutions that possess formal records management regulations, implying that the existence of a legal framework alone does not guarantee its internalization by staff.

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The 20.5 percent who reported being only "somewhat aware" further indicates that awareness at Bagamoyo District Council is not uniformly deep, but rather partial or fragmented, possibly arising from limited or one-off training rather than continuous capacity building. In line with Kemoni and Wabwoba's (2005) argument that legal awareness underpins compliance behavior, this partial awareness could help explain some of the compliance gaps identified in the schedule itself, discussed in the following sub-section.

4.3.2: Extent to which the Current Retention and Disposal Schedule Complies with the Records and Archives Management Act No. 3 of 2002

Compliance with the Records and Archives Management Act No. 3 of 2002 refers to the extent to which the records retention and disposal schedule conforms to the legal requirements governing the creation, maintenance, retention, and disposal of public records in Tanzania. A retention and disposal schedule that complies with the Act ensures that records are retained for the appropriate period, disposed of through approved procedures, and managed in accordance with the guidelines issued by the Records and Archives Management Department (RAMD). According to the Records and Archives Management Act No. 3 of 2002, public institutions are required to implement approved retention and disposal schedules to promote accountability, transparency, and effective records management.

Table 4.6: Extent to which the Current Retention and Disposal Schedule Complies with the Records and Archives Management Act No. 3 of 2002

Response	Frequency	Percentage (%)
Fully compliant	11	25%
Partially compliant	24	54.5%
Not compliant	5	11.4%
Not sure	4	9.1%
Total	**44**	**100%**

Source: *Field Data (2026)*

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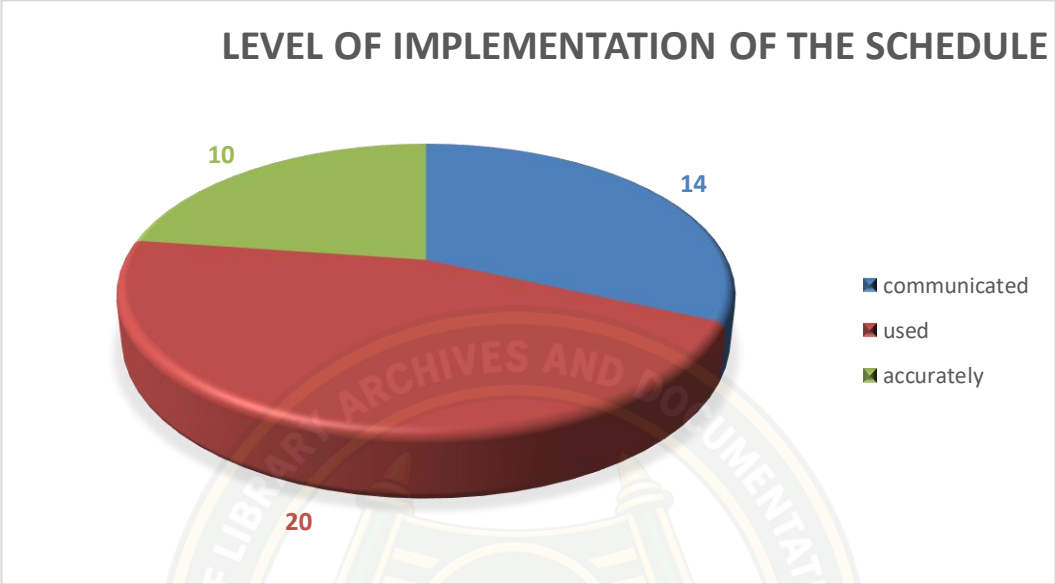
The findings reveal that 24 (54.5%) of respondents perceived the schedule as only partially compliant with the Records and Archives Management Act No. 3 of 2002, while only11 of (25.0%) regarded it as fully compliant. Another 4 of (9.1%) were uncertain and lastly 5 of (11.4%) are not compliant. The document review confirmed this, showing that retention periods were outdated and some departmental record series were not captured. One Records Manager stated: Records are created, registered, classified, and stored properly transferred to storage when inactive destroyed securely or transferred to archives if they have permanent value. This shows staff understand the lifecycle, but the schedule itself is not fully aligned with legal requirements. Mnjama (2012) notes that outdated retention schedules and incomplete coverage are common symptoms of a weak regulatory environment. Similarly, Shepherd & Yeo (2003) state that a schedule's value is diminished if it is not regularly reviewed, updated, or extended. The 54.5% partial compliance rate in this study reflects these scholarly concerns, indicating that the organization operates with a legally deficient schedule that exposes it to accountability and transparency risks.

4.4 Implementation of the Records Retention and Disposal Schedule in Governing the Information Lifecycles

Implementation refers to the process of putting an approved records retention and disposal schedule into actual practice within an organization's daily records management operations, encompassing the application of retention periods, the transfer of semi-active records, and the authorized disposal or preservation of records at the end of their lifecycle (Dearstyne, 2000). Effective implementation transforms the schedule from a theoretical policy document into a practical tool for governing the information lifecycle (Penn, Pennix & Coulson, 1994). This objective sought to analyze the implementation of the records retention and disposal schedule in governing the information lifecycles at Bagamoyo District Council.

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Figure 4.2: Level of Implementation of the Schedule



Source: Field Data (2026)

The results reveal that respondent 20 (45.5%) percentage of respondents perceived the level of implementation as used, also respondent 10 (22.7%) percentage were accurately and respondent 14 (31.8%) percent communicated. This implies that although the schedule exists on paper, its day-to-day application across departments and record types remains inconsistent, a finding corroborated by observation data showing that some registries and storage areas were not organized strictly in line with the approved retention periods. During the interview One Records manager highlighted that

"Records are created, registered, classified, and stored properly for easy access. They are used during daily operations, then transferred to storage when inactive. After the retention period ends, they are either destroyed securely or transferred to the archives if they have permanent value."

Penn, Pennix & Coulson (1994) state that training, monitoring, and enforcement are critical bridges between communication and accurate application. Saffady (2016) adds that departmental variations in compliance are a hallmark of weak implementation

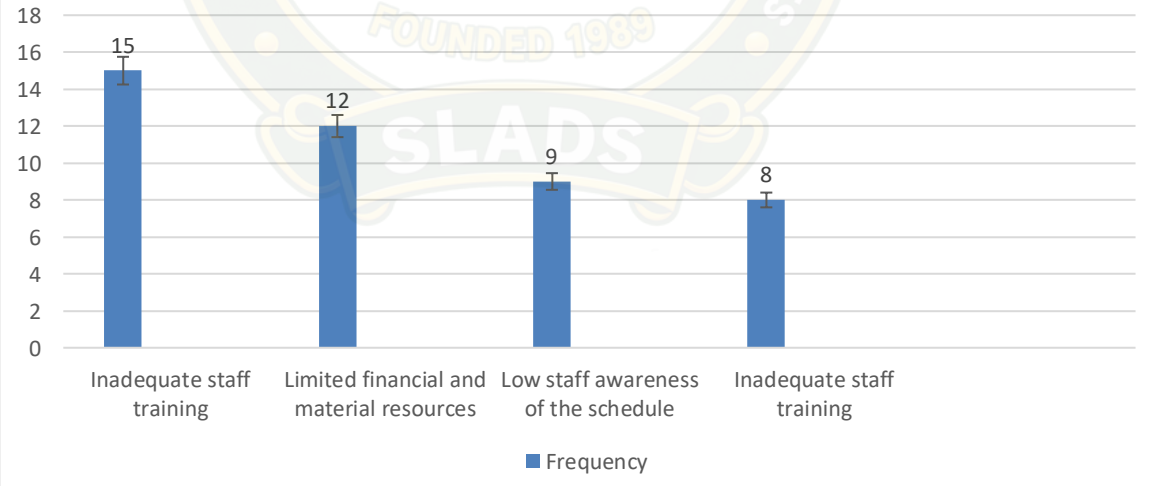
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strategies. The 45.5% used rate and 31.8% communicated rate in this study confirm that without training and enforcement, the schedule remains a policy on paper rather than a practiced standard

4.5 Examine the Challenges Hindering Effective Records Retention and Disposal Schedule in Governing Information Lifecycles

Challenges, in the context of this study, refer to the organizational, resource-based, legal, and technological obstacles that impede the effective application of a records retention and disposal schedule within an institution (Williams, 2006). Identifying these challenges is important because it enables an organization to target interventions, such as staff training or resource allocation, toward the specific factors that most significantly undermine effective records lifecycle governance (IRMT, 2004). This objective sought to examine the challenges hindering effective records retention and disposal schedule in governing the information lifecycles at Bagamoyo District Council.

Figure.4.3. Challenges Hindering Effective Records Retention and Disposal Schedule in Governing Information Lifecycles



Source: Field Data (2026)

Inadequate staff training emerged as the most significant challenge, cited by 15(34.1%) percent of respondents, followed by limited financial and material resources 12(27.3%), low staff awareness 9 (20.5%), and inadequate management support 8 (18.1%). These

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findings were reinforced by data obtained through interviews with the District Records Manager, Heads of Departments, and ICT Officers, who noted that responsibility for records is often treated as a secondary duty added onto other administrative roles, leaving little time for systematic application of the schedule. Observation of the registry and storage areas further revealed instances of congestion caused by delayed disposal of obsolete records, inadequate shelving, and limited use of electronic systems to support retention and disposal decisions. During the interview the head of department highlighted that

"*The main challenges faced ware inadequate training on records retention and disposal procedures, limited storage space, and insufficient financial and technical resources. Some staff are not familiar with the approved records retention schedule, which leads to inconsistent implementation".*

These challenges point to a structural, rather than incidental, constraint on effective implementation. The prominence of inadequate staff training as the leading challenge affirms the argument of Williams (2006) and Skupsky (1997), who characterized a widespread record phobia among untrained records staff, whereby uncertainty about legal retention requirements leads personnel to either retain records indefinitely or dispose of them inconsistently, both of which undermine the integrity of the information lifecycle. The finding on limited financial and material resources, together with inadequate management support, echoes the assessment of the International Records Management Trust (2004), which identified chronic under-investment in trained personnel and infrastructure as a defining feature of public sector recordkeeping across developing economies. These results are further consistent with the more recent Tanzanian evidence provided by Rutta and Ndenje-Sichalwe (2021) and Chacha et al. (2022), both of whom linked weak records management outcomes in local government authorities to comparable deficits in staff capacity, funding, and institutional support, suggesting that the challenges identified at Bagamoyo District Council reflect a broader pattern within Tanzania's local government sector rather than an isolated institutional weakness.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the major findings of the study, draws conclusions in line with the three specific objectives that guided the research, and offers recommendations aimed at improving the effectiveness of the records retention and disposal schedule in governing information lifecycles at Bagamoyo District Council. The chapter also identifies areas for further research and concludes with a brief chapter summary.

i. To evaluate the alignment of the Bagamoyo district council current records retention and disposal schedule with the legal and regulatory requirement in governing their records.

ii. To analyze the implementation of the records retention and disposal schedule in governing the information lifecycles at Bagamoyo district council

iii. To examine the challenge hindering effective record retention and disposal schedule in governing the information lifecycles at Bagamoyo district council.

5.1 Summary

The study was guided by three specific objectives, namely: to evaluate the alignment of the current records retention and disposal schedule with legal and regulatory requirements; to analyze the implementation of the schedule in governing information lifecycles; and to examine the challenges hindering its effective implementation at Bagamoyo District Council. The key findings under each objective are summarized below.

5.1.1 Alignment of the Records Retention and Disposal Schedule with Legal and Regulatory Requirements

The study found that although the majority of respondents (68.2%) were aware of the legal and regulatory requirements governing records management, only 25.0% considered the

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existing schedule fully compliant with the Records and Archives Management Act No. 3 of 2002, while 54.5% viewed it as only partially compliant. Furthermore, half of the respondents (50.0%) rated the coverage of record series and retention periods in the approved schedule as moderate rather than comprehensive. Document review confirmed that some retention periods had not been updated to reflect recent regulatory changes and that a few departmental record series had not yet been captured in the approved schedule. It was therefore concluded that the schedule, while formally established, has not been consistently reviewed to remain fully aligned with the prevailing legal and regulatory framework.

5.1.2 Implementation of the Records Retention and Disposal Schedule in Governing Information Lifecycles

With regard to implementation, 81.8% of respondents confirmed the existence of a records retention and disposal schedule within their departments, and 45.5% rated its level of implementation as moderate compared to 31.8% who rated it as high. A combined 77.3% of respondents agreed or strongly agreed that the schedule contributes to improved information management, while 72.7% agreed that it facilitates faster retrieval of records. These findings show that the schedule, where applied, exerts a positive and tangible influence on the management of records through their lifecycle, although its application across departments remains inconsistent rather than fully institutionalized.

5.1.3 Challenges Hindering Effective Implementation of the Records Retention and Disposal Schedule

The study identified inadequate staff training as the most significant challenge facing implementation of the schedule, cited by 34.1% of respondents, followed by limited financial and material resources (27.3%), low staff awareness of the schedule (20.5%), and inadequate management support (18.1%). These findings were reinforced by interview and observation data, which revealed that responsibility for records management is often treated as a secondary duty and that storage areas were affected by congestion arising from delayed disposal of obsolete records.

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5.2 Conclusions

Based on the findings presented above, the study draws the following conclusions in relation to its three specific objectives. The study concluded that, with respect to alignment, the records retention and disposal schedule at Bagamoyo District Council is only partially aligned with the Records and Archives Management Act No. 3 of 2002 and its Regulations of 2007. Although a schedule exists and covers the major record series generated by the council, its retention periods and coverage have not kept pace with the review cycles required to remain fully compliant with the current legal and regulatory environment. However, with respect to implementation, the study concludes that the schedule is available and moderately implemented, and that where it is applied, it contributes positively to improved information management and faster retrieval of records. The moderate, rather than high, level of implementation reflects a transitional stage in which the intended benefits of the schedule are being realized, but not yet to their full potential. Furthermore, with respect to challenges, the study concludes that the effective implementation of the schedule is constrained largely by structural factors rather than incidental ones, namely inadequate staff training, limited financial and material resources, low staff awareness, and inadequate management support. These factors interact with one another, such that improvements in one area may be undermined by weaknesses in another. Overall, the study concludes that the effectiveness of the records retention and disposal schedule in governing information lifecycles at Bagamoyo District Council is moderate rather than optimal, and that its effectiveness is mediated by staff capacity, financial resources, ICT infrastructure, management support, and regulatory compliance, as anticipated by the conceptual framework presented in Chapter Two. Strengthening these mediating factors would be central to achieving more effective information lifecycle governance at the council.

5.3 Recommendations

The study makes the following recommendations based on the findings in order to improve the effectiveness of the Records Retention and Disposal Schedule in governing information lifecycles at Bagamoyo District Council.

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5.3.1 Strengthening Compliance with the Records and Archives Management Act No. 3 of 2002

The management of Bagamoyo District Council should ensure that the Records Retention and Disposal Schedule fully comply with the Records and Archives Management Act No. 3 of 2002 and other records management regulations. The Council should regularly review and update the retention schedule to reflect legal and administrative changes and ensure that all departments use only approved retention schedules. Regular internal audits and inspections should also be conducted to monitor compliance with legal requirements.

5.3.2 Capacity Building through Training and Professional Development

The Council should organize regular training programmers, workshops, and seminars for records personnel and records users on records retention, disposal procedures, and information lifecycle management. Continuous professional development will improve staff competence and ensure consistent implementation of records management policies and procedures.

5.3.3 Improvement of Records Management Facilities and Technologies

The management should provide adequate records storage facilities, sufficient filing equipment, secure records repositories, and electronic records management systems where applicable. Modern records management technologies will improve records storage, retrieval, security, and preservation throughout the information lifecycle.

5.3.4 Regular Monitoring and Evaluation of the Retention and Disposal Schedule

Bagamoyo District Council should establish a regular monitoring and evaluation mechanism to assess the implementation of the retention and disposal schedule. Periodic reviews will help identify implementation gaps, improve compliance, and ensure that records are disposed of according to approved procedures.

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5.5 Areas for Further Studies

This study focused only on assessing the effectiveness of the Records Retention and Disposal Schedule in governing the information lifecycles at Bagamoyo District Council. Therefore, further studies should be conducted in other local government authorities, ministries, public institutions, and private organizations to compare the effectiveness of records retention and disposal schedules across different organizational settings. Potential areas for future research may include, but are not limited to, the following

i. To examine the effectiveness of Electronic Records Management Systems (ERMS) in supporting records retention and disposal practices in public institutions in Tanzania.

ii. To assess the impact of staff training and professional capacity building on the implementation of Records Retention and Disposal Schedules in local government authorities.

iii. To investigate the challenges affecting the management of electronic records throughout the information lifecycle in public sector organizations in Tanzania.

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APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/ Madam

IMANI DAUDI MATOLA a student at the school of library archives and documentation studies (SLADS) Bagamoyo, studying an ordinary diploma course in Records and archives management. I am carrying out study on '**An assessment of effectiveness on records retention and disposal schedule for governing information lifecycles at Bagamoyo district council.** Question which are provided in questionnaire forms by making a tick and answer in the space provided and return to a researcher. The data collected and information obtained through this questionnaire will be treated as confidential and will be used for academic purpose only.

Topic; **An assessment of effectiveness on records retention and disposal schedule for governing information lifecycles at Bagamoyo district council.**

CLOSE-ENDED QUESTIONS

1. Gender:

(a) Male ( )

(b) Female ( )

2. What is your Age category

(a) 18-28

(b) 29-39

(c) 40-50 ( )

(d) Above 50

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3. Level of education:

(a) certificate

(b) Diploma ( )

(c) Degree

(d) Masters

4. Are you aware of records retention and disposal schedules?

A. Yes ( )

B. No

5. How did you learn about records retention and disposal schedules?

A. Training

B. Work experience ( )

C. Colleagues

D. Not aware

6. Does your department have a records retention and disposal schedule?

A. Yes

B. No ( )

C. Not sure

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7. How often are records reviewed for retention or disposal?

A. Regularly

B. Sometimes ( )

C. Rarely

D. Never

8. Who is responsible for records disposal in your department?

A. Records officer

B. Head of department ( )

C. All staff

D. Not sure

9. Are procedures for records disposal followed properly?

A. Always

B. Sometimes ( )

C. Rarely

D. Never

10. How effective is the current records retention and disposal schedule?

A. Very effective

B. Effective ( )

C. Less effective

D. Not effective

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OPEN-ENDED QUESTIONS

1. What is your understanding of records retention and disposal schedules?.....
.....
.....

2. How are records managed in your department?.....
.....
.....

3. What challenges do you face in implementing records retention and disposal schedules?.....
.....
.....

4. In your opinion, how can records management be improved in your organization?.....
.....
.....

5. What suggestions would you give to improve records retention and disposal practices?

……
……
……

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APENDIX II

INTERVIEW GUIDE

1. Can you explain how records are managed in your office from creation to disposal?

2. Are you aware of any records retention and disposal schedule used in your organization? Please explain.

3. How effective do you think the current records retention schedule is in your office? Why?

4. What challenges do you face when implementing records retention and disposal procedures?

5. How does records disposal affect the efficiency of your organization?

6. What suggestions would you give to improve records retention and disposal practices in your organization?

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APENDIX III

OBSERVATION CHECKLIST

Observation checklist question	YES	NO	Comments
1.the records are properly labeled and organized in the office?			
2. There is a clear records retention schedule available			
3. Staff follow the records retention schedule correctly			
4. Old records are regularly reviewed for disposal			
5. There is a designated area for storing records			
6. Records are stored in safe and secure conditions			
7.Disposal of records follows official procedures			
8. Confidential records are handled properly during disposal			
9.There is evidence of record disposal (e.g., reports, logs, or certificates)			
10. Staff demonstrate awareness of records management practices			

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APPENDIX IV

RESEARCH TIME SCHEDULE SHOWING.

ACTIVITIES	1ST MONTH	2ND MONTH	3RD MONTH	4TH MONTH	5TH MONTH	6TH MONTH
Reporting to the Centre and observing the situation						
Distribution of questionnaire, interview and observation						
Collection of data from the field through questionnaire						
Data processing and interpretation ready for report drafting						
Preparation of first draft report						
Final report writing and submission to SLADS						

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APENDIX V

RESEARCH BUDGET TABLE

TOTAL COST	COST ANALYSIS	TOTAL COST
1. College-Field Area	3000 X 10	30,000
2. Breakfast and meal allowance	5000 x10	50,000
c. STATIONARY i. Ruled paper 2 reams	8000 x 2	16,000
ii. Typing paper 2 reams	10,000 x2	20,000
d. SECTRETARIAL SERVICES 3. Computer typing 150 pages.	1000 x50	50,000
4. Photocopying services 4 copies	50 x50=2500x4 copies	10,000
5. Binding 4 copies	25000x2	50,000
6. Telephone and internet service	2500 x4	10,000
	TOTAL	**2,31,000/=**

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APENDIXE VI

APPROVAR 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.311/375/01/153 Tarehe: 06 Mei, 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 KWA NDUGU IMANI DAUDI MATOLA.**

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 **02 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 **"An assessiment of the effectivness on record retention and disposal schedule in governing the information lifecycles"** kwa kipindi cha kuanzia tarehe **01 Aprili, 2026** hadi tarehe **11 Mei, 2026.**

4. Namtakia Utafiti mwema.

Shauri Selenda
MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO.

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 zielekezwe 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 Pepo: ded.bagamoyo@pwani.go.tz. barua@bagamoyodc.go.tz. Tovuti: www.bagamoyodc.go.tz

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