SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES (SLADS)

RESEARCH REPORT

AN EVALUATION OF INSTITUTIONAL READINESS FOR VITAL RECORD MITIGATION IN PUBLIC SECTOR ORGANIZATION: CASE STUDY OF DEPARTMENT OF NATURAL RESOURCES AND LAND OFFICE IN BAGAMOYO DISTRICT

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A Research Report Submitted to the School of Library, Archives and Documentation Studies in Partial Fulfillment of the Requirements for the Award of Ordinary Diploma in Records and Archives Management Studies.

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CERTIFICATION

The undersigned certify that he/she has read and hereby recommend for acceptance by the school of library, Archives and Documentation Studies Research report entitled "An Assessment of Records Classification Systems and Their Influences in Government Registries: The Case Study of the Department of Land and Natural Resources Office **"**in partial /fulfilment of the requirements for award of ordinary Diploma in Records and Archives Managements.

Supervisor's Name: Mr. SIMON NJUNWA.

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DEDICATION

This research report is dedicated to my beloved parents for their sacrifices, love, and steadfast belief in the value of education. Your encouragement has been my greatest motivation It is also dedicated to my grandfather and friends for their encouragement and companionship, may this achievement reflect our shared commitment to hard work and success.

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Abbreviation

APA	American Psychological Association
DNRLO	Department of Natural Resources and Land Office
ICT	Information and Communication Technology
ISO	International Organization for Standardization
RAM	Records and Archives Management
SLADS	School of Library, Archives and Documentation Studies
TZS	Tanzanian Shillings
UPS	Uninterruptible Power Supply
UK	United Kingdom

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ABSTRACT

This study evaluated the institutional readiness for vital record mitigation at the Department of Natural Resources and Land Office in Bagamoyo District, Tanzania. The specific objectives were to identify and categorize vital records and assess their vulnerability levels; assess the adequacy of technical infrastructure for vital records mitigation; examine the policy and regulatory framework governing vital records protection; and develop a strategic roadmap for improving institutional readiness.

The study employed a descriptive case study design with a mixed-methods approach. Data were collected from 25 respondents comprising department heads, land officers,

resources officers, records management officers, surveyors, administrative support staff, and IT support staff using questionnaires, interviews, observation checklists, and document analysis Findings revealed that the department holds critical vital records including land title deeds, land registers, survey plans, natural resource permits, and leases, although staff most frequently. Institutional readiness was found to be inadequate. Only 36 percent of respondents were very familiar with the concept of vital records, and 44 percent were not familiar with it at all. Physical storage conditions were poor, with 64 percent rating storage areas as fair to poor, and storage facilities lacked fire extinguishers, smoke detectors, and climate control. Digital backup practices, while more common than adequate physical storage, remained concentrated on the departmental server, with only 4 percent using cloud or off-site backup and 20 percent reporting no regular backup procedures at all. Policy implementation was weak, as 68 percent of respondents were unaware of any vital records protection policy or unsure of its existence, and 72 percent reported that no disaster recovery plan existed. Staff awareness of vital records concepts was moderate but not translated into systematic protection practices. The study concludes that the department demonstrates low institutional readiness for vital records mitigation, characterized by significant gaps in infrastructure, complementation, staff capacity, and disaster preparedness. The study recommends investment in archival-standard storage infrastructure, redundant digital backup, formalization and communication of vital records policy and disaster recovery plans, and sustained staff training.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides the background of the study on the evaluation of institutional readiness for vital record mitigation in public sector organizations, with a specific focus on the Department of Natural Resources and Land Office in Bagamoyo District. It covers the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, definition of key terms, as well as the limitations of the study.

1.1 Background to the Study

Vital records constitute the cornerstone of organizational continuity and resilience in both public and private institutions worldwide. These records are defined as those essential records without which an organization cannot continue to function effectively during or following a disaster, containing information necessary to re-establish operations, protect assets, and fulfil legal and financial obligations (Franks, 2023). In the context of public sector organizations, vital records include land registries, natural resource inventories, contracts, permits, and legal documents that underpin service delivery and governance. The loss or destruction of such records can result in catastrophic consequences, including financial loss, legal liabilities, and irreversible damage to public trust.

Globally, the recognition of vital records as critical assets has led to the development of robust mitigation strategies. In Canada, Library and Archives Canada has established comprehensive vital records programmes that ensure the preservation and accessibility of essential government information through redundant storage, digitization, and disaster recovery planning (Library and Archives Canada, 2023). Similarly, in Australia, the National Archives has implemented the Digital Continuity

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2020 Policy, which mandates that government agencies identify and protect vital digital records through systematic risk assessment and mitigation measures (National Archives of Australia, 2022). These international best practices demonstrate that institutional readiness for vital record mitigation is not merely a technical consideration but a fundamental component of good governance and public accountability.

In Africa, the imperative for vital records protection has gained increasing attention, particularly in sectors dealing with land and natural resources. South Africa's Department of Agriculture, Land Reform and Rural Development has implemented the Deeds Registration System, which includes comprehensive disaster recovery protocols for safeguarding land records against both natural and human-induced threats (Department of Agriculture, Land Reform and Rural Development, 2024). In Kenya, the Ministry of Lands and Physical Planning has embarked on an ambitious digitization programme for land records, recognizing that the vulnerability of physical records to fire, water damage, and theft poses significant risks to land tenure security and economic development (Ministry of Lands and Physical Planning, Kenya, 2023). However, despite these efforts, many African public institutions continue to struggle with inadequate infrastructure, limited technical capacity, and weak policy frameworks for vital records mitigation (Mutsagondo & Chaterera, 2022).

Tanzania presents a particularly compelling case for examining institutional readiness for vital record mitigation. The country's land and natural resources sectors are fundamental to its economy and social stability, with land records forming the basis for property rights, investment, and conflict resolution. The Ministry of Lands, Housing and Human Settlements Development has established the National Land Use Planning Commission and implemented the Land Tenure Improvement Project, which includes components for digitizing land records and improving records management practices (United Republic of Tanzania, 2023). However, the effectiveness of these initiatives at the district level, particularly in departments responsible for natural resources and land administration, remains inadequately understood.

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The Department of Natural Resources and Land Office in Bagamoyo District represents a critical case study for evaluating institutional readiness for vital record mitigation. Bagamoyo District, with its strategic coastal location, growing population, and increasing investment in tourism, agriculture, and real estate development, generates substantial volumes of vital records related to land allocation, natural resource extraction permits, environmental impact assessments, and customary land rights. These records are vulnerable to multiple threats, including fire, flooding, pest infestation, theft, and technological obsolescence. The district's susceptibility to climate-related disasters, including flooding during the rainy season, further underscores the urgency of assessing and strengthening vital records mitigation capabilities.

Despite the acknowledged importance of vital records, preliminary observations suggest that many district-level public institutions in Tanzania lack comprehensive vital records programmes. There appears to be limited awareness of which records qualify as vital, inadequate storage facilities, insufficient backup systems, and weak disaster preparedness protocols. This study, therefore, seeks to evaluate the institutional readiness of the Department of Natural Resources and Land Office in Bagamoyo District for vital record mitigation, with the aim of identifying gaps and developing actionable recommendations for improvement.

1.2 Statement of the Problem

Public sector organizations in Tanzania, particularly at the district level, generate and maintain vast quantities of vital records that are essential for governance, service delivery, and legal accountability. The Department of Natural Resources and Land Office in Bagamoyo District is responsible for managing records that document land ownership, natural resource allocations, environmental compliance, and revenue collection. These records constitute irreplaceable evidence of rights, obligations, and transactions that affect the livelihoods of citizens and the economic development of the district.

However, there are growing concerns about the vulnerability of these vital records to various threats. Reports from district records offices indicate instances of records

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deterioration due to poor storage conditions, occasional losses during office relocations, and the absence of systematic backup procedures for both paper and digital records. Furthermore, the absence of a comprehensive vital records identification and protection programme suggests that the department may be unprepared to respond effectively to disasters that could compromise its essential records.

The problem is that while the importance of vital records is widely acknowledged, there is limited empirical evidence regarding the actual state of institutional readiness for vital record mitigation at the district level in Tanzania. It remains unclear whether the Department of Natural Resources and Land Office in Bagamoyo District has adequately identified its vital records, assessed their vulnerabilities, implemented appropriate protection measures, or developed recovery strategies. Without such understanding, the department remains exposed to potentially catastrophic losses that could disrupt operations, undermine public trust, and result in irreversible damage to individual and community rights. This study, therefore, seeks to evaluate the institutional readiness for vital record mitigation in this critical public sector organization.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study is to evaluate the institutional readiness for vital record mitigation in public sector organizations, specifically focusing on the Department of Natural Resources and Land Office in Bagamoyo District.

1.3.2 Specific Objectives

i. To identify and categorize the types of vital records held by the Department of Natural Resources and Land Office and assess their current vulnerability levels.

ii. To assess the adequacy of the department's technical infrastructure (digital and physical) for vital records mitigation.

iii. To examine the existing policy and regulatory framework governing vital records protection within the department.

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iv. To develop a strategic roadmap for improving institutional readiness for vital records mitigation at the department.

1.3.3 Research Questions

i. What types of vital records are held by the Department of Natural Resources and Lands Office, and what are their current vulnerability levels?

ii. How adequate is the department's technical infrastructure (both digital and physical) for supporting vital records mitigation?

iii. What policy and regulatory frameworks currently govern vital records protection within the department, and how effectively are they implemented?

iv. What strategic interventions are necessary to improve institutional readiness for vital records mitigation at the department?

1.4 Significance of the Study

To the Department of Natural Resources and Land Office, Bagamoyo District: The findings will provide department management with a comprehensive assessment of their current vital records mitigation capabilities, enabling evidence-based resource allocation and priority setting. The strategic roadmap developed through this study will offer practical, actionable steps for strengthening records protection and disaster preparedness.

To the Bagamoyo District Council: The study will contribute to district-level understanding of records management challenges and opportunities, informing broader initiatives for improving administrative efficiency, transparency, and service delivery across all district departments.

To the Ministry of Lands, Housing and Human Settlements Development and the Ministry of Natural Resources and Tourism: The research will provide insights into the operational realities of vital records management at the district level, informing national policy development, resource allocation, and technical support programmes for land and natural resources records.

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To the Records and Archives Management Profession: This study will contribute to the growing body of knowledge on vital records mitigation in developing country contexts, offering empirical evidence on the challenges and opportunities facing public sector organizations in protecting their most critical information assets.

To the Academic Community: The research will add to the literature on records management, disaster preparedness, and institutional readiness in public sector organizations, providing a foundation for future comparative studies and theoretical development in the field of archival science and information management.

To Citizens and Communities: Ultimately, improved vital records mitigation will benefit citizens whose land rights, natural resource access, and legal entitlements depend on the preservation and accessibility of authentic, reliable records maintained by the department.

1.5 Limitations of the Study

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

Limited Time Frame: The duration for data collection and analysis was constrained by academic schedules. Mitigation Strategy: A detailed, phased work plan with specific milestones was developed and strictly followed. Data collection instruments were pre-tested to ensure efficiency and effectiveness within the available timeframe.

Sensitivity of Vital Records: Access to certain vital records was restricted due to confidentiality, privacy concerns, or security considerations. Mitigation Strategy: The researcher sought formal authorization from relevant authorities, adhered strictly to confidentiality protocols, and where direct access to records was not permitted, relied on staff interviews and aggregated statistical data to assess record categories and vulnerabilities.

Financial Constraints: Costs associated with transportation to Bagamoyo, printing, and data analysis posed challenges. Mitigation Strategy: Cost-effective methods were employed, including digital data collection tools where feasible, consolidation of field visits, and utilization of institutional resources.

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Potential Reluctance of Respondents: Staff were initially hesitant to participate due to concerns about exposing institutional weaknesses. Mitigation Strategy: Clear communication of the study's academic purpose, guarantees of anonymity and confidentiality, and emphasis on the constructive, improvement-oriented nature of the research were provided to encourage honest participation.

Geographical Scope: The study was limited to a single department in one district, which may affect the generalizability of findings. Mitigation Strategy: While findings are context-specific, detailed description of the case study setting is provided to enable readers to assess the applicability of findings to similar contexts.

1.6 Scope of the Study

This study focused on evaluating institutional readiness for vital record mitigation at the Department of Natural Resources and Land Office in Bagamoyo District. The scope encompassed the identification and categorization of vital records held by the department, assessment of their vulnerability to various threats, evaluation of technical infrastructure (including storage facilities, equipment, and digital systems), examination of policy and regulatory frameworks, and development of a strategic roadmap for improvement.

The study involved staff members responsible for creating, managing, and using vital records, including department heads, land officers, natural resources officers, records management personnel, and administrative staff. The geographical and institutional scope was limited to the Department of Natural Resources and Land Office operating within Bagamoyo District, Coastal Region, Tanzania.

The study did not extend to other departments within the Bagamoyo District Council, nor did it cover private sector organizations or other public institutions outside the specified department. The focus was specifically on vital records mitigation, excluding broader aspects of records management not directly related to disaster preparedness and business continuity.

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1.7 Definition of Key Terms

Vital Records: Those records essential to the continued functioning of an organization during and after a disaster, without which the organization could not continue to operate effectively. These include records necessary to protect assets, meet legal and financial obligations, and re-establish operations (International Organization for Standardization, 2023).

Vital Records Mitigation: The systematic process of identifying, protecting, and ensuring the recoverability of vital records through strategies such as duplication, secure storage, digitization, and disaster planning (Franks, 2023).

Institutional Readiness: The state of preparedness of an organization to effectively protect its vital records and recover them in the event of disruption, encompassing policies, procedures, infrastructure, human resources, and organizational culture (Maseh, 2022).

Public Sector Organization: A government-owned or government-funded entity that provides services to citizens and operates under public law, including ministries, departments, agencies, and local government authorities (United Republic of Tanzania, 2024).

Land Records: Official documents pertaining to land ownership, tenure, transactions, boundaries, and use, including certificates of title, deeds, leases, survey plans, and registers (Ministry of Lands, Housing and Human Settlements Development, Tanzania, 2023).

Natural Resources Records: Documents related to the exploration, extraction, management, and regulation of natural resources such as minerals, forests, water, fisheries, and wildlife, including permits, licenses, contracts, and environmental impact assessments (Department of Natural Resources, Bagamoyo, 2024).

Disaster Recovery: The process, policies, and procedures related to preparing for recovery or continuation of technology infrastructure and records access following a human-induced or natural disaster (Smallwood, 2022).

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Vulnerability Assessment: The systematic evaluation of the susceptibility of vital records to various threats, including natural disasters, technological failures, human actions, and environmental factors (Mutsagondo & Chaterera, 202

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews existing scholarly works and publications related to vital records mitigation and institutional readiness in public sector organizations, with particular attention to land and natural resources records. The review is structured according to the specific objectives of the study, covering the identification and categorization of vital records, technical infrastructure assessment, policy and regulatory frameworks, and strategic approaches to improvement.

2.1 Types and Categories of Vital Records in Public Sector Organizations

Understanding the types and categories of vital records is fundamental to developing effective mitigation strategies. According to Franks (2023), vital records in public sector organizations can be categorized into three primary groups: legal records (establishing rights and obligations), financial records (documenting fiscal transactions and accountability), and operational records (necessary for continuing core functions). Within land and natural resources departments, these categories encompass land titles, deeds, leases, survey records, permits, licenses, contracts, and environmental assessment documents.

Maseh (2022) conducted a comprehensive study of vital records in Kenyan county governments and identified land registries as among the most critical record series, noting that their loss would fundamentally compromise the ability of county governments to administer land, collect revenue, and resolve disputes. The study emphasized that many county governments had not systematically identified which of their land records qualified as vital, resulting in inconsistent protection measures and significant vulnerability.

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In the Tanzanian context, Kitalu and Ndenje-Sichalwe (2023) examined land records management in selected district councils and found that while land officers generally recognized the importance of title deeds and register books, there was limited awareness of the vital nature of supporting documentation such as survey plans, correspondence files, and application records. This incomplete understanding of what constitutes vital records poses significant risks, as the loss of supporting documentation can render primary records unusable or legally indefensible.

The vulnerability assessment of vital records requires consideration of multiple threat vectors. Mutsagondo and Chaterera (2022) developed a vulnerability assessment framework for public sector records in Zimbabwe that considered environmental threats (flooding, fire, pests), technological threats (system failures, obsolescence), and human threats (theft, sabotage, negligence). Their research revealed that land records in district offices were particularly vulnerable to environmental damage due to inadequate storage facilities and the absence of disaster preparedness plans.

2.2 Technical Infrastructure for Vital Records Mitigation

The adequacy of technical infrastructure is a critical determinant of institutional readiness for vital records mitigation. Smallwood (2022) argues that effective vital records protection requires a multi-faceted infrastructure approach encompassing physical storage facilities, environmental controls, security systems, digital storage and backup systems, and disaster recovery capabilities. The author emphasizes that infrastructure investments must be proportionate to the value and vulnerability of the records being protected.

Digital infrastructure for vital records has received increasing attention in recent literature. Ngulube (2023) examined the state of digital records preservation in Eastern and Southern African public institutions and found significant gaps in backup systems, redundant storage, and disaster recovery planning. The study noted that while many institutions had adopted electronic records management systems, few had implemented the comprehensive backup strategies necessary to ensure records survivability in the event of system failures or disasters.

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Physical infrastructure remains equally important, particularly in contexts where paper records continue to dominate. According to Kemoni and Otike (2022), public sector organizations in Kenya face persistent challenges with inadequate storage facilities, lack of fire suppression systems, and poor environmental controls that accelerate records deterioration. Their research in land registries found that many records were stored in wooden cabinets in buildings lacking climate control, making them highly vulnerable to fire, water damage, and pest infestation.

The integration of digital and physical infrastructure for vital records protection represents an emerging best practice. Chigariro and Khumalo (2024) describe hybrid approaches being implemented in South African municipalities, where vital paper records are digitized for backup purposes while originals are stored in secure, climate-controlled facilities. This approach provides redundancy while maintaining the legal status of original documents, but requires significant investment in both digitization capacity and physical infrastructure upgrades.

2.3 Policy and Regulatory Frameworks for Vital Records Protection

The existence of robust policy and regulatory frameworks is essential for establishing and sustaining vital records mitigation programmes. International standards, particularly ISO 15489-1:2016 on records management and ISO 22301:2019 on business continuity management, provide frameworks for identifying and protecting vital records (International Organization for Standardization, 2023). These standards emphasize the importance of risk assessment, business impact analysis, and the development of documented procedures for records protection and recovery.

At the national level, many countries have enacted legislation addressing vital records protection. In Tanzania, the National Archives Act (Cap 337) and its amendments provide the legal foundation for records management in public institutions, including provisions for the preservation of records of permanent value (United Republic of Tanzania, 2023). However, Kitalu and Ndenje-Sichalwe (2023) note that the Act's provisions are not sufficiently specific regarding vital records identification and mitigation, leaving implementing agencies without clear guidance.

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The Land Act (Cap 113) and the Village Land Act (Cap 114) establish requirements for land records management in Tanzania, including provisions for the security and preservation of land registers and related documents (United Republic of Tanzania, 2024). However, research by Mwakyolo and Lwehabura (2022) suggests that implementation of these provisions at the district level is inconsistent, with many land offices lacking documented procedures for records protection and disaster response.

Comparative research from other African jurisdictions reveals similar challenges. Maseh (2022) examined the policy environment for vital records in Kenyan county governments and found that while national records management policies existed, they were often not cascaded to the county level, and few counties had developed their own vital records policies. The study recommended the development of standardized guidelines for vital records protection adapted to local contexts and resources.

2.4 Strategic Approaches to Enhancing Institutional Readiness

Recent literature proposes various strategic approaches for improving institutional readiness for vital records mitigation. Franks (2023) advocates for a risk-based approach that begins with comprehensive identification of vital records, followed by vulnerability assessment, development of protection strategies, and regular testing of recovery procedures. This approach emphasizes that vital records mitigation should be integrated with broader organizational risk management and business continuity planning.

Capacity building emerges as a critical strategic priority across multiple studies. Mutsagondo and Chaterera (2022) found that inadequate staff training on vital records identification and protection was a significant barrier to effective mitigation in Zimbabwean public institutions. They recommend ongoing professional development programmes that build awareness of vital records concepts and practical skills in disaster preparedness and response.

Technology adoption strategies must be carefully tailored to institutional contexts. Ngulube (2023) cautions against technology-centric approaches that

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overlook organizational and human factors, arguing that successful digital preservation requires concurrent investment in infrastructure, skills, policies, and organizational culture. The author recommends phased implementation approaches that build on existing capabilities while progressively strengthening digital preservation capacity.

Public-private partnerships and inter-agency collaboration represent promising avenues for resource-constrained institutions. Smallwood (2022) describes examples of shared service arrangements for vital records storage and digitization among government agencies in the United States, suggesting similar models could be adapted for developing country contexts. In Tanzania, opportunities exist for district-level collaboration on records storage facilities, digitization centres, and disaster recovery services.

2.5 Research Gap and Conceptual Framework

For this title, the standard approach in research methodology is to break it into the independent variable(s), dependent variable. **Independent Variable** (the presumed cause/predictor), Institutional Readiness this is the factor being evaluated as influencing or explaining the outcome. It typically breaks down into sub-variables such as: Availability of policies/guidelines for vital records management, Staff skills/training and awareness, ICT infrastructure and storage facilities, Financial resources allocated, Leadership/management commitment

Dependent Variable (the outcome being measured): This is the dependent variable in the study. It refers to the measures, strategies, and practices put in place by an organization to protect, preserve, and safeguard its vital records against loss, damage, destruction, or disaster whether caused by fire, floods, theft, technological failure, or negligence.

In this study, vital record mitigation is the outcome the research seeks to explain or assess, and it is presumed to be influenced (positively or negatively) by the level of institutional readiness (the independent variable), include, existence and implementation of disaster preparedness plans for records, Backup and duplication practices (e.g., digital backups, offsite storage) Physical safeguards (fireproof cabinets,

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secure storage facilities) Recovery and continuity procedures after a records-loss incident.

Despite the valuable insights provided by existing studies, significant research gaps remain regarding the specific intersection of vital records identification and comprehensive threat assessment within Tanzanian land and natural resources departments. There is limited empirical research on the decision-making processes and resource allocation frameworks that determine which infrastructure elements receive priority attention under resource constraints. Furthermore, the current body of research focuses primarily on the existence and general inadequacy of policies rather than on detailed analysis of specific policy and procedural gaps at the local implementation level.

This study addresses these gaps by empirically examining institutional readiness for vital records mitigation in a Tanzanian district-level department, contributing to a more nuanced understanding of how readiness can be systematically enhanced in resource-constrained developing country settings.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

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

3.1 Research Design

The study employed a descriptive case study design. According to Yin (2024), a case study design is appropriate for investigating a contemporary phenomenon (institutional readiness for vital records mitigation) within its real-life context (a public sector department), particularly when the researcher seeks to understand the phenomenon in depth and within its contextual conditions. This design enabled a comprehensive, holistic exploration of the department's vital records mitigation capabilities, including the interplay between policies, infrastructure, practices, and organizational culture.

3.2 Research Type

This research adopted a mixed-methods approach (convergent parallel design). This involved concurrently collecting both quantitative and qualitative data, analyzing them separately, and then integrating the results to develop a comprehensive understanding of institutional readiness (Creswell & Plano Clark, 2023). Quantitative data were used to assess infrastructure adequacy, document vulnerability levels, and quantify staff awareness and practices. Qualitative data provided depth and context regarding the challenges, perceptions, and experiences of department staff, as well as the nuances of policy implementation and organizational culture.

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3.3 Area of the Study

The study was conducted at the Department of Natural Resources and Land Office, located within the Bagamoyo District Council headquarters in Bagamoyo District, Coastal Region, Tanzania. This department was selected because it is responsible for managing vital records related to land administration and natural resource management, functions that are critical to district governance, economic development, and community livelihoods.

3.4 Population of the Study

The target population for this study comprised all staff members at the Department of Natural Resources and Land Office in Bagamoyo District whose responsibilities involve the creation, management, or use of vital records. This included department heads, land officers, natural resources officers, records management officers or clerks, surveyors, administrative support staff, and IT support staff. Based on available institutional data from the Bagamoyo District Council Human Resources Office, the estimated total size of the target population was approximately 35 staff members.

3.5 Sample Size

From this target population, a purposive sample of 25 respondents was selected to ensure representation from all identified professional groups and functional areas. The sample was structured according to the following breakdown:

Table 3.1: Sample Size Distribution

Category	Number
Department Head	1
Land Officers	5
Natural Resources Officers	4
Records Management Officers/Clerks	6
Surveyors	3
Administrative Support Staff	4

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Category	Number
IT Support Staff	2
Total	**25**

This sample size represented approximately 71 percent of the target population, providing sufficient coverage to capture diverse perspectives while remaining manageable within the study's resource and time constraints.

3.6 Sampling Techniques

A combination of sampling techniques was used. Purposive sampling was used to select the Department Head, Land Officers, Natural Resources Officers, and Records Management Officers. These individuals were deliberately chosen due to their specialized knowledge, decision-making authority, and direct responsibility for vital records creation, management, and protection. Stratified random sampling was used to select Surveyors, Administrative Support Staff, and IT Support Staff from their respective staff lists. The population was divided into strata based on job categories, and simple random sampling was applied within each stratum.

3.7 Data Collection Methods

Both primary and secondary data were collected using multiple methods to ensure triangulation and comprehensiveness.

3.7.1 Primary Data

Primary data were collected using three main instruments. A questionnaire with structured closed-ended questions (including Likert-scale items) and a limited number of open-ended questions was administered to Land Officers, Natural Resources Officers, Records Management Officers or Clerks, Surveyors, Administrative Support Staff, and IT Support Staff (24 respondents). The questionnaire gathered data on awareness and understanding of vital records concepts, types of records created and managed, current records storage and protection practices, perceptions of infrastructure adequacy, awareness of relevant policies and procedures, training and capacity needs, and suggestions for improvement.

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A semi-structured interview guide was used to conduct in-depth interviews with the Department Head and senior Records Management Officers (three respondents). These interviews explored departmental policies and strategies for vital records mitigation, resource allocation and infrastructure investments, perceived challenges and barriers to effective mitigation, experiences with past incidents affecting records, perspectives on future priorities and improvements, and relationships with higher-level authorities and other agencies.

An observation checklist was used to systematically document the physical and technological environment in which vital records are stored and managed. Observations covered physical storage conditions (buildings, rooms, shelving, cabinets), environmental controls (temperature, humidity, light, pests), security measures (access control, surveillance, fire suppression), digital infrastructure (computers, servers, backup systems), records organization and labelling, and evidence of disaster preparedness.

3.7.2 Secondary Data

Secondary data were obtained from departmental records management policies and procedures, annual reports and performance reports, inventory lists and records classification schemes, district council strategic plans and budgets, national legislation and policies, technical standards and guidelines, previous assessment or audit reports, and relevant publications and scholarly literature.

3.8 Data Processing and Analysis

Quantitative data from questionnaires and structured observation checklists were cleaned, coded, Analysis involved descriptive statistics (frequencies, percentages, means, standard deviations) presented in tables to summarize infrastructure adequacy, vulnerability levels, staff awareness, and other measurable dimensions of institutional readiness.

Qualitative data from interviews and open-ended questionnaire responses were transcribed verbatim and analyzed using thematic analysis. This process involved familiarization with the data through repeated reading, initial coding to identify

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meaningful units of text, theme development by grouping related codes, theme review and refinement, theme definition and naming, and interpretation of themes in relation to research objectives. Data from observations were synthesized into narrative descriptions.

Findings from quantitative and qualitative analyses were integrated during interpretation to develop a comprehensive understanding of institutional readiness. The strategic roadmap was developed by synthesizing findings with best practices from literature and stakeholder input.

3.9 Research Ethics

The researcher adhered to the following ethical principles. Formal authorization was sought from the Bagamoyo District Council and the Department of Natural Resources and Land Office prior to data collection. Approval was also obtained from the School of Library, Archives and Documentation Studies research ethics committee.

Informed Consent: All participants will be provided with clear information about the purpose of the study, the voluntary nature of participation, and their right to withdraw at any time without consequences. Written informed consent will be obtained from all participants.

Confidentiality and Anonymity: Participants' identities will be protected through the use of codes rather than names on data collection instruments. All data will be stored securely on password-protected devices accessible only to the researcher. Findings will be reported in aggregate form or with identifying details removed to prevent individual identification.

Respect for Participants: The researcher will schedule data collection activities at times convenient for participants, minimize disruption to departmental operations, and express appreciation for participants' time and contributions.

Data Security: All collected data will be stored securely, with digital files protected by passwords and physical documents kept in locked storage. Data will be used solely

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for the stated academic purposes and will be destroyed after the required retention period.

Integrity and Transparency: The research will be conducted honestly and transparently, with findings reported accurately without fabrication, falsification, or misrepresentation. Any limitations or potential biases will be acknowledged.

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CHAPTER FOUR

DATA, PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents, analyses and discusses the findings of the study, which sought to evaluate the institutional readiness for vital record mitigation at the Department of Natural Resources and Land Office (DNRLO) in Bagamoyo District. Data were obtained from twenty-five respondents through structured questionnaires, complemented by in-depth interviews with the Department Head and senior Records Management Officers, and further corroborated through observation of the department's records storage and handling environment. Quantitative data are presented in tables and figures showing frequencies and percentages, while qualitative data from interviews and observation are integrated as narrative evidence to enrich and triangulate the statistical findings. The chapter is organized around the four specific objectives of the study, beginning with the demographic characteristics of respondents, followed by the identification and vulnerability of vital records, the adequacy of technical infrastructure, the policy and regulatory framework, and finally the strategic interventions required to strengthen institutional readiness.

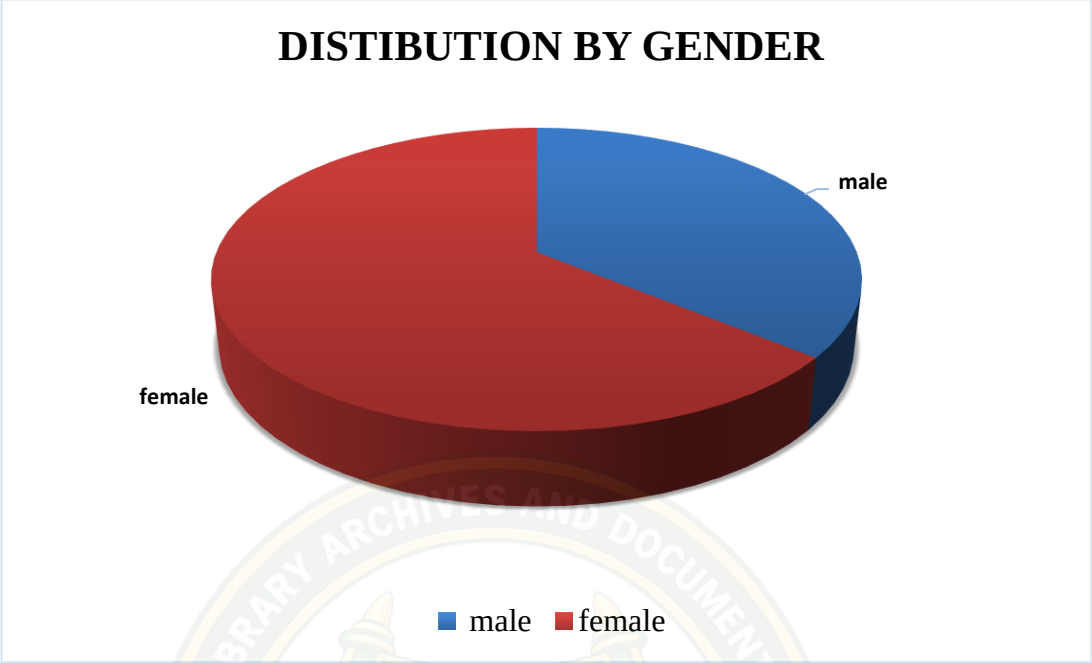
Section: A: 4.1 Demographic Characteristics of Respondents

The demographic characteristics of the twenty-five respondents were examined in terms of gender, age, position within the department, and years of working experience, as these attributes provide useful context for interpreting the substantive findings of the study.

Figure 4.1:1 Distribution of Respondents by Gender

The demographic characteristics of the 25 respondents are presented in Tables and Figures below: These characteristics provide context for understanding the composition of the sample and the basis for subsequent analyses.

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Source: Field data (2026)

As shown in Figure 4.1, the majority of respondents were male, accounting for fifteen respondents (60.0%), while ten respondents (40.0%) were female. Although this reflects a male-dominated workforce typical of land administration and natural resources offices in many district councils in Tanzania, the representation of both genders was considered sufficient to capture a reasonably balanced range of perspectives on vital records mitigation.

Table 4.1:2: Distribution of Respondents by Age Group

Respondents were asked to indicate their age group, and the results are presented in table

Age Group	**Frequency**	**Percentage (%)**
18-25	3	12.0
26-35	10	40.0
36-45	8	32.0
46-55	3	12.0

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Age Group	Frequency	Percentage (%)
56 and above	1	4.0
Total	**25**	**100.0**

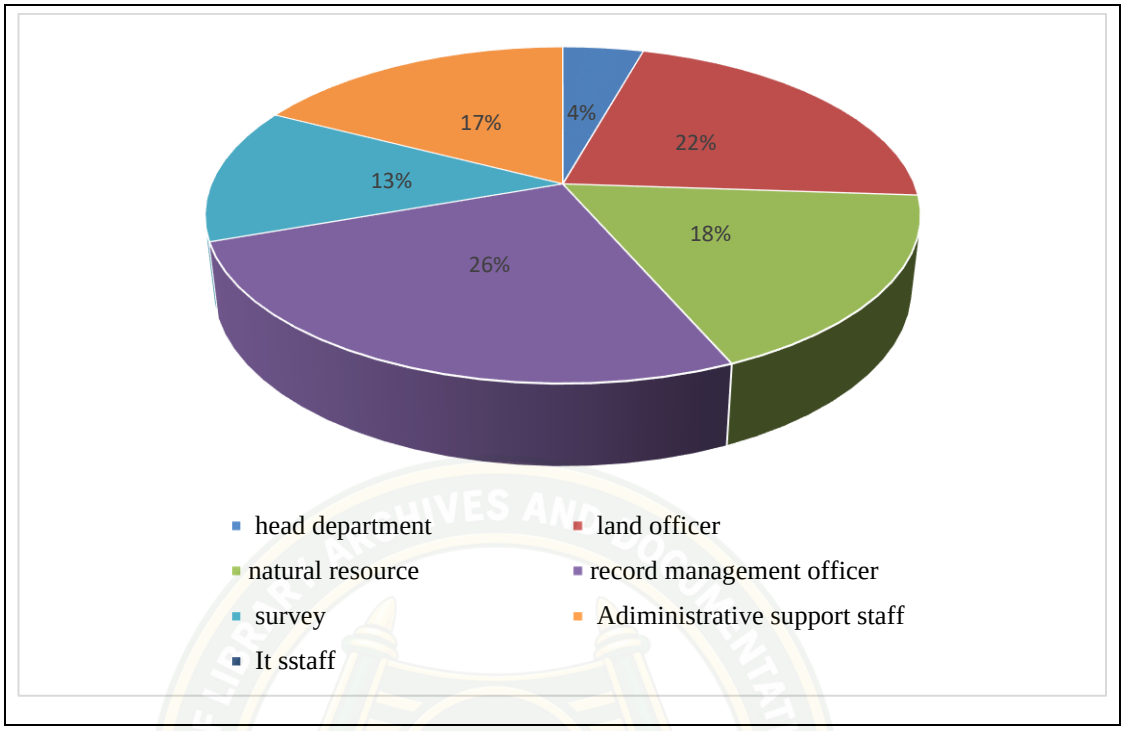
Source: Field data (2026)

Table 4.1:2 indicates that the largest proportion of respondents, ten (40.0%), fell within the 26-35 age bracket, followed by eight respondents (32.0%) aged 36-45. Combined, these two middle-age categories accounted for 72.0% of the sample, suggesting that the department is staffed predominantly by relatively young to middle-aged personnel who are likely to remain in service for a considerable period and to be directly affected by the outcomes of any vital records mitigation strategy adopted.

Figure 4.1:3: Distribution of Respondents by Position

Respondents' positions in the institution were also established, and the results are presented in figure 4.3.

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Source: Field data (2026)

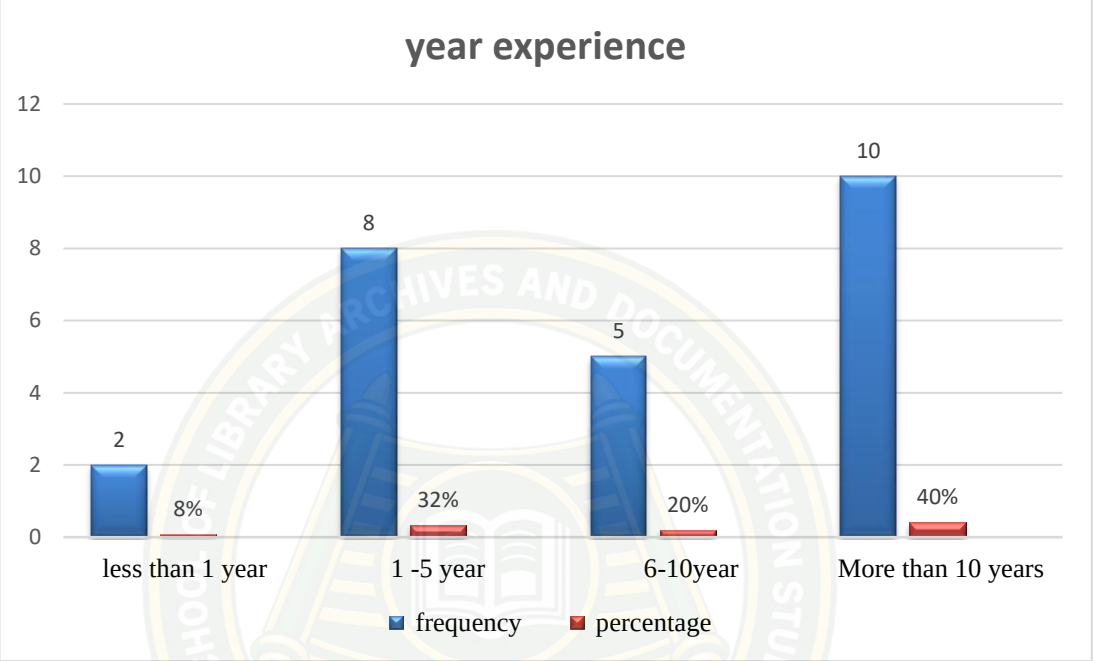
Figure 4.1:3 shows that Records Management Officers/Clerks constituted the largest occupational group at six respondents (24.0%), followed by Land Officers at five respondents (20.0%). Natural Resources Officers and Administrative Support Staff each accounted for four respondents (16.0%), while Surveyors comprised three respondents (12.0%) and IT Support Staff two respondents (8.0%). The Department Head represented a single respondent (4.0%). This distribution broadly mirrors the functional structure of the department and ensured that the perspectives of staff most directly responsible for creating, using, and safeguarding vital records were adequately represented.

The observations support the quantitative results, indicating that Land Officers (28%) formed the largest proportion of staff who participated in the study. This suggests that they provided the majority of the information because they are directly involved in the management and processing of land records. Their high level of participation enhanced the reliability of the findings, as they possess extensive knowledge and practical experience regarding records management practices within the office.

Figure 4.1:4: Distribution of Respondents by Years of Experience

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Respondents' length of service was also examined, and the results are presented in Table 4.4.



Source: Field data (2026)

Figure 4.1:4 shows that 10 respondents (40.0%) had worked in the department for between one and five years, and eight respondents (32.0%) for between six and ten years, together representing 68.0% of the sample. Only two respondents (8.0%) had less than one year of experience, and a further two (8.0%) had more than fifteen years. This distribution suggests that most respondents had accumulated sufficient tenure to be familiar with the department's records practices and history, which strengthens confidence in the reliability of their responses regarding long-standing infrastructural and policy gaps.

Section B.4.2 Awareness and understanding of vital records

This section addresses the first specific objective of the study, which sought to identify and categories the types of vital records held by the department and to assess their current vulnerability levels.

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Table 4.2.1 Familiarity with the concept of "vital records"

Level of Familiarity	**Frequency**	**Percentage (%)**
Yes, very familiar	9	36.0
Yes, somewhat familiar	5	20.0
No, not familiar	11	44.0
Total	**25**	**100.0**

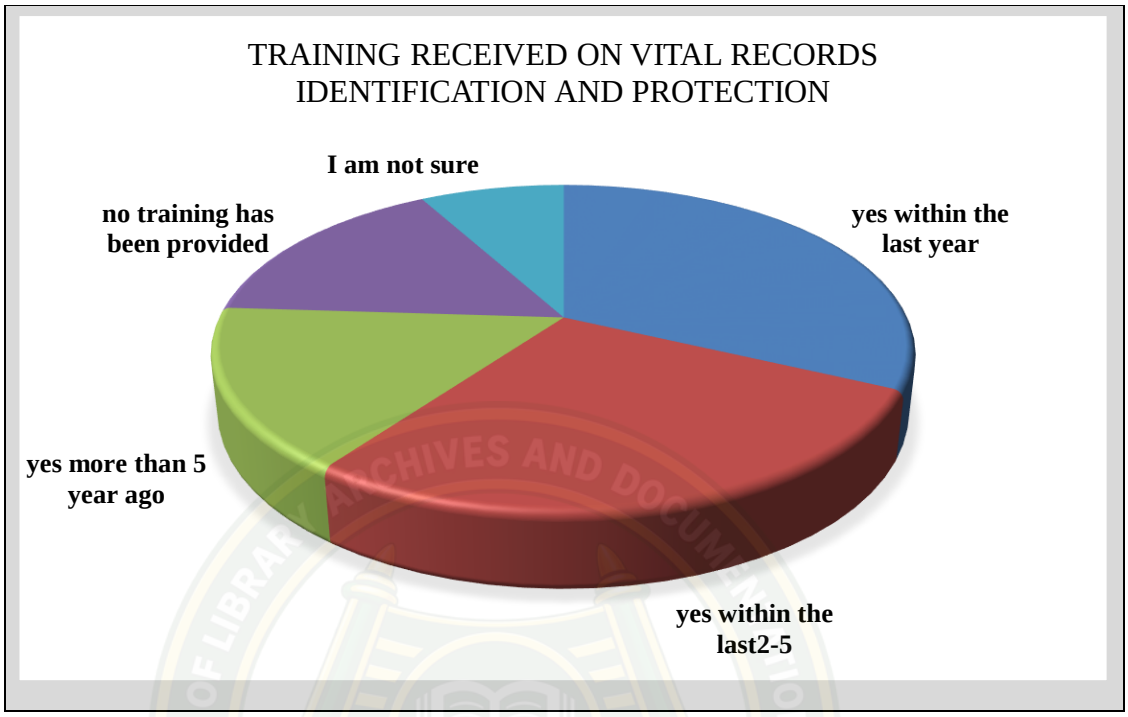
Source: Field data (2026)

Table 4.2:1 shows that only nine respondents (36.0%) considered themselves very familiar with the concept of vital records, while eleven respondents (44.0%) reported not being familiar with it at all, and a further five (20.0%) reported only partial familiarity. This is a notable finding given that a majority of respondents, nineteen in total (76.0%), reported having received some form of training at one time or another, including 32.0% within the past year alone. The apparent disconnect between reported training exposure and current conceptual familiarity suggests that training received may not have effectively conveyed, or sustained, a working understanding of what constitutes a vital record, or that earlier training did not explicitly use vital records terminology. This finding aligns with the argument advanced by Mutsagondo and Chaterera (2022) that capacity building for vital records protection should be an ongoing, reinforced process rather than a one-off intervention. It also complicates the account given

During the interview, in which the described staff attitudes toward records protect as generally positive, stating that most staff "understand the importance of their role in records protection" and that engagement was shaped by "training, management support, availability of resources, and clear policies." While this managerial perception is not necessarily inaccurate with regard to attitude, it appears to overstate the extent of staff members' conceptual grounding in vital records specifically, underscoring the value of triangulating leadership perspectives with frontline staff data.

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Table 4.2.2 Training received on vital records identification and protection



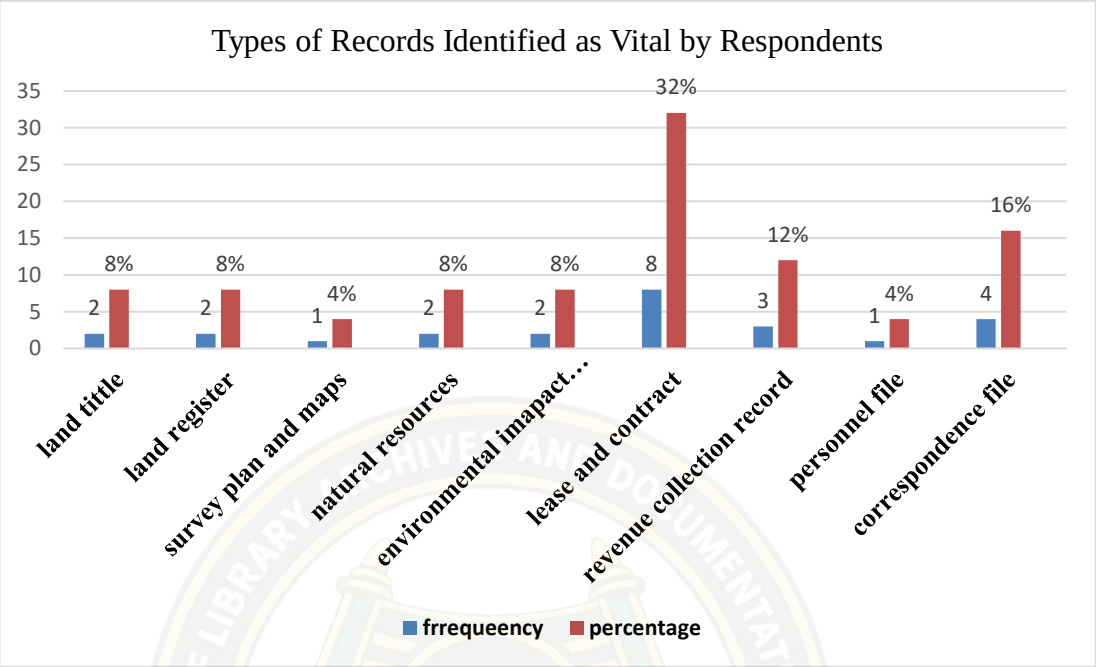
Source: Field data (2026)

Table 4.11 shows that 32.0% Yes, within the last year**,** this represents the largest group of respondents, indicating that nearly one-third of the workforce has received recent capacity-building training, ensuring they possess up-to-date skills in modern records preservation and security protocols.

28.0% (Yes, within the last 2–5 years shows that more than a quarter of the staff possess foundational records management skills, though their 16.0% Yes, more than 5 years ago This percentage accounts for staff members whose training is heavily outdated, meaning their knowledge does not reflect modern data compliance laws or current disaster mitigation strategies.16.0% No training has been provided, This metric highlights a critical institutional gap, where a notable portion of the workforce handles vital files based entirely on intuition rather than standardized, professional guidelines, 8.0% I am not sure: This final, smallest group represents employees who are completely disconnected from the organization's professional development tracking, showing a lack of basic orientation regarding records management procedures.

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figure 4.2:1Types of Records Identified as Vital by Respondents



Source: Field data (2026)

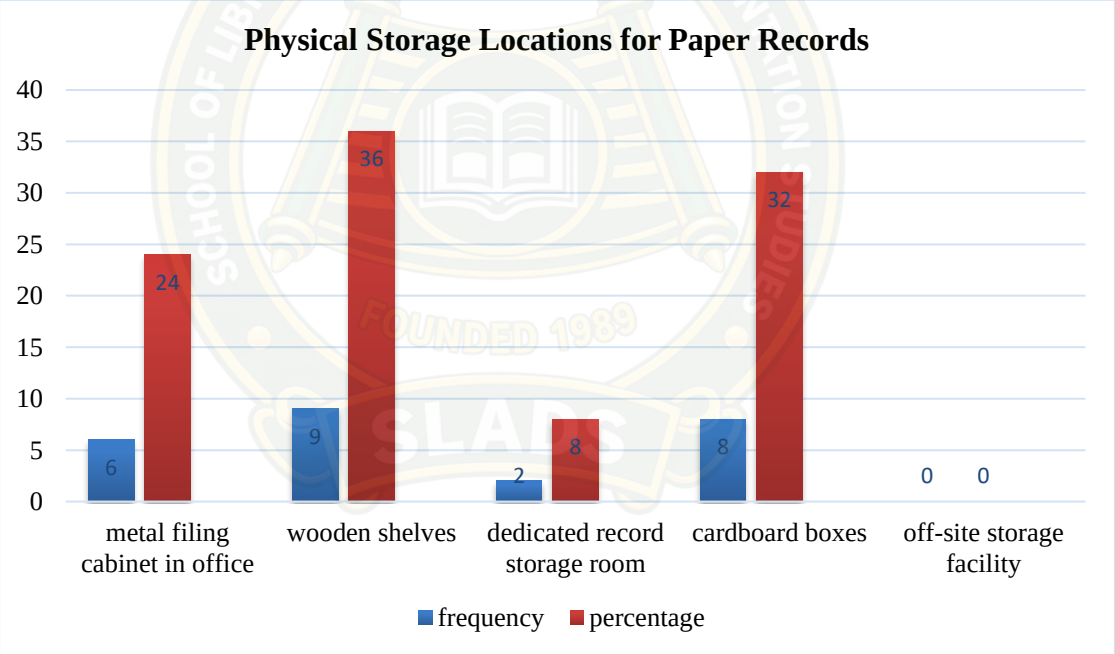
in figure 4.2:1, revenue collection records were most frequently identified as vital, cited by eight respondents (32.0%), followed by personnel files at four respondents (16.0%) and environmental impact assessment reports at three respondents (12.0%). Notably, records that the literature consistently regards as the most critical vital records in land administration, namely land title deeds, land registers, leases and contracts, and natural resource permits, were each identified by only two respondents (8.0%), while survey plans and correspondence files were each identified by a single respondent (4.0%). This pattern suggests that staff tend to associate vital records with those encountered most routinely in daily operations, such as revenue records, rather than with the underlying legal instruments of land tenure. This finding echoes the observation of Kitalu and Ndenje-Sichalwe (2023) that land officers in Tanzanian district councils generally recognize the importance of title deeds and register books but demonstrate limited awareness of the vital status of supporting documentation. It also stands in contrast to Maseh (2022), whose study of Kenyan county governments identified land registries as the most critical record series. The divergence between staff perceptions and the department's own leadership is notable:

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During the interview, the one respondent of department of land identified land ownership files, survey plans, title deeds, land allocation records, natural resource permits and financial records as the most critical vital records, citing their legal, operational and administrative importance. This gap between managerial and general staff understanding of what constitutes a vital record The loss of our land registers would be catastrophic. These records document every land transaction, every allocation, every dispute resolution. Without them, we would have no legal basis for determining land ownership, and the district would face unprecedented chaos in land administration.

Section C:4.3 Current State of Records Protection

Figure 4.3:1 Physical Storage Locations for Paper Records



Source: Field data (2026)

Figure 4.3:1 shows that wooden shelves and cabinets were the most common storage location, cited by nine respondents (36.0%), followed closely by cardboard boxes placed on floors at eight respondents (32.0%). Metal filing cabinets accounted for six responses (24.0%), while only two respondents (8.0%) reported the existence of a dedicated records storage room or archive, and no respondent identified the use of an off-site storage facility. The combined 68.0% reliance on wooden shelving and

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cardboard boxes reflects storage practices that fall well short of archival standards and mirrors the finding of Kemoni and Otike (2022) that public land registries in Kenya commonly store records in non-fire-resistant furniture that heightens vulnerability to fire, water and pest damage. The near-total absence of a dedicated storage room, and the complete absence of off-site storage, indicates that the department currently has no meaningful redundancy for its paper-based vital records, a gap that is difficult to reconcile with Smallwood's (2022) argument that genuine vital records protection requires infrastructure proportionate to the value of the records concerned.

Table 4.3:2 Rating of Physical Condition of Records Storage Area

Rating	**Frequency**	**Percentage (%)**
Excellent - Clean, well-organized, climate-controlled	1	4.0
Good - Generally clean and organized, but no climate control	32.0	
Fair - Some issues with cleanliness, organization, or space	10	40.0
Poor - Overcrowded, dusty, evidence of pests/leaks	6	24.0
Very Poor - Unsafe conditions, active damage occurring	0	0.0
Total	**25**	**100.0**

Source: Field data (2026)

As presented in Table 4.3:2 ten respondents (40.0%) rated the physical condition of the storage area as fair, and six respondents (24.0%) rated it as poor, together placing 64.0% of respondents in the fair-to-poor range. Only one respondent (4.0%) rated the storage area as excellent, while eight respondents (32.0%) rated it as good, and no respondent described conditions as very poor. This broadly moderate-to-negative assessment was corroborated

During the interview, Head of Department described the physical infrastructure as "fairly adequate but still needs improvement", citing limited storage space, ageing shelving requiring replacement, and insufficient environmental controls

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and security, all of which had been delayed by budget constraints. This qualitative account lends explanatory depth to the quantitative rating, indicating that infrastructural shortcomings are recognized by both frontline staff and departmental leadership but have not yet been addressed due to resource limitations.

Table 4.3:4 Availability of Storage Facility Features

Feature	Frequency	Percentage (%)
Fire extinguishers	0	0.0
Smoke detectors/fire alarms	0	0.0
Lockable doors/cabinets	9	36.0
Security personnel/surveillance	15	60.0
Temperature and humidity control	0	0.0
Emergency lighting	0	0.0
Raised flooring (to prevent flood damage)	0	0.0
Pest control measures	1	4.0
Total	**25**	**100.0**

Source: Field data (2026)

Table 4.3:4 reveals a pronounced imbalance in the protective features available at the department's storage facilities. Security personnel or surveillance was the most frequently cited feature, reported by fifteen respondents (60.0%), followed by lockable doors or cabinets at nine respondents (36.0%). Pest control measures were reported by only one respondent (4.0%), while no respondent reported the presence of fire extinguishers, smoke detectors, temperature and humidity control, emergency lighting, or raised flooring. This heavy reliance on human security presence, to the near-total exclusion of passive and environmental protective measures, represents a significant readiness gap, since security personnel can deter theft but cannot mitigate fire, flooding, humidity, or pest-related deterioration. The complete absence of fire extinguishers and smoke detectors is particularly concerning in light of the fact that fire was independently identified as an actual cause of past record loss incidents in Section 4.2. These findings are consistent with those of Kemoni and Otike (2022) and Mutsagondo and Chaterera (2022), both of whom found that African public sector records facilities tend to under-invest in environmental and fire-safety infrastructure relative to physical security measures.

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Observation checklist revealed that the records storage area lacked fire extinguishers, smoke detectors, and climate control systems Observation data confirmed these vulnerability assessments, the observation checklist revealed that the records storage area lacked fire extinguishers, smoke detectors, and climate control systems. Water damage was evident in several corners of the storage room, and pest droppings were observed near wooden shelving units.

Water damage was evident in several corners of the storage room, and pest droppings were observed near wooden shelving units.

Table 4.4:5 Digital Backup Practices

Backup Practice	**Frequency**	**Percentage (%)**
Regular backup to external hard drives	4	16.0
Regular backup to departmental server	15	60.0
Cloud/off-site backup	1	4.0
No regular backup procedures	5	20.0
Total	**25**	**100.0**

Source: Field data (2026)

Table 4.4.5 presents the digital backup practices adopted in the office. The findings show that regular backup to the departmental server was the most common practice, reported by 15 respondents (60.0%). This indicates that the department primarily relies on its internal server to safeguard digital records.

In addition, 5 respondents (20.0%) indicated that no regular backup procedures were in place, suggesting that some records remain at risk of loss due to the absence of consistent backup practices. Regular backup to external hard drives was reported by 4 respondents (16.0%), while only 1 respondent (4.0%) reported the use of cloud/off-site backup, making it the least adopted backup method.

Although the majority of respondents reported some form of backup activity, a comparatively more favorable picture than that observed for physical storage, the near-total absence of cloud or off-site backup means that digital records remain concentrated on-site and exposed to the same threats, such as fire, theft and hardware failure, as the original records and the server itself. This undermines genuine disaster

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resilience, since true redundancy requires geographically separated backup as emphasized in ISO 22301:2019 and in Ngulube's (2023) review of digital records preservation in Eastern and Southern Africa.

During the interview, the Head Department acknowledged that the digital infrastructure was
revealed that the office mainly depends on the departmental server for backing up digital records, with very limited use of cloud or off-site backup systems. Interviewees also explained that the absence of cloud/off-site backup is the most significant weakness in the office, as it exposes records to a higher risk of permanent loss if the departmental server fails or a disaster affects the office. They recommended adopting cloud or off-site backup solutions to improve disaster recovery, ensure business continuity, and enhance the long-term protection of digital records.

Section D: 4.5 Vulnerability and Risk Assessment.

Table 4.5:1 Vulnerability Levels of Records to Various Threats

Threat	**Frequency**	**Percentage (%)**
Fire	2	8.0
Flood/Water damage	0	0.0
Theft	10	40.0
Pests (insects, rodents)	5	20.0
Mould/Dampness	0	0.0
Accidental destruction	0	0.0
Computer viruses/hacking	0	0.0
Hardware/Software failure	8	32.0
Total	**25**	**100.0**

Source: Field data (2026)

The data in Table 4.5.1 indicate that theft was the most significant threat affecting records, accounting for 40.0% of the responses. This suggests that records in the office are highly vulnerable to unauthorized access, removal, or loss through theft, the second most reported threat was hardware/software failure, representing 32.0%, followed by pests (insects and rodents) at 20.0%. Fire was reported by only 8.0% of the respondents, indicating that it was considered a less frequent threat. In contrast,

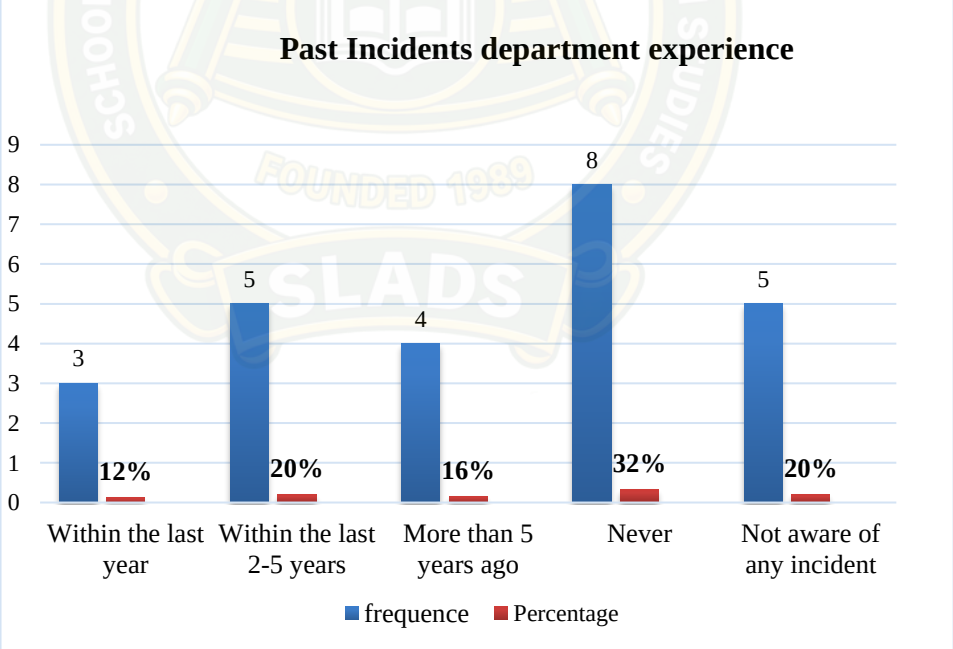
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flood/water damage, mould/dampness, accidental destruction, and computer viruses/hacking each recorded 0.0%, implying that respondents did not identify these as threats during the study period.

Observation

The findings clearly show that theft is the leading disaster affecting the office, with the highest percentage of 40.0%. This indicates that the office faces a greater risk of losing valuable records through theft than through any other threat. Therefore, there is a need to strengthen security measures, including restricted access to record storage areas, installation of CCTV cameras, regular security patrols, and improved records management controls to safeguard organizational records from theft.

Figure 4.5:2 Past Incidents department experience



Source: Field data (2026)

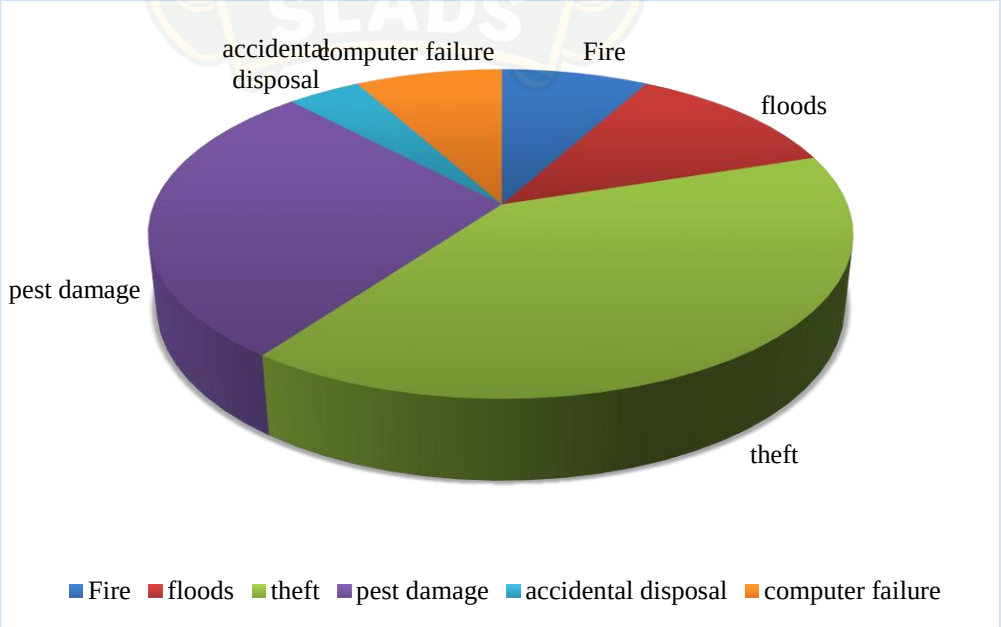
Figure 4.5:2 shows that eight respondents (32.0%) reported that the department had never experienced an incident of record loss or damage, while five respondents (20.0%) were not aware of any such incident. However, a combined 32.0% of respondents indicated that an incident had occurred within the last five years,

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comprising 12.0% within the last year and 20.0% within the last two to five years, with a further 16.0% reporting an incident more than five years ago. This suggests that loss or damage events, while not constant, are not rare occurrences either. Among respondents who identified a cause, theft was again the most frequently cited factor, accounting for ten of the twenty-five responses (40.0%), followed by pest damage at seven responses (28.0%), floods at three responses (12.0%), fire and computer failure at two responses each (8.0%), and accidental disposal at one response (4.0%). The alignment between the perceived threats in Figure and the actual causes of past incidents strengthens the credibility of staff assessments and indicates that theft and pest damage, in particular, are not merely hypothetical concerns but have materially affected the department's records.

During interviews, a senior Records Management Officer disclosed we had a serious incident two years ago when a pipe burst in the ceiling above the records storage area. Several boxes of land application files were completely destroyed. We managed to salvage some, but the damage was significant. Since then, we have tried to keep records off the floor, but we still worry every time it rains heavily.

Figure 4.5:3 Causes of incidents



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Source: Field data (2026)

During to the field data collected in 2026, security and environmental factors represent the primary threats to vital records, with theft identified as the leading cause of incidents at 40**%** It shows a severe breakdown in physical or digital security access controls, leaving vital files highly vulnerable to unauthorized removal followed closely by pest damage at 28**%** This significant percentage highlights poor environmental control and sub-standard archival storage facilities, where insects or rodents are actively destroying physical paper records.

Water and fire hazards also pose distinct risks, with floods accounting for 12**%** and fire responsible for **8%** of the incidents. Technical and human operational vulnerabilities make up the remaining share, where computer failure stands at **8%** and accidental disposal constitutes the final **4%**, This is the smallest percentage, showing that while rare, a lack of staff training and poor labeling leads to workers mistakenly throwing away or shredding vital documents.

Section E:4.6 Policy and Regulatory Framework for Vital Records Protection

This section addresses the third specific objective of the study, which examined the policy and regulatory framework governing vital records protection within the department, beginning with staff awareness and training before turning to formal policy and disaster recovery arrangements.

Table 4.6:1 Awareness of Vital Records Protection Policies

Response	**Frequency**	**Percentage (%)**
Yes, and I am familiar with the contents	3	12.0
Yes, but I am not familiar with the contents	5	20.0
No, there is no such policy	12	48.0
I am not sure	5	20.0
Total	**25**	**100.0**

Source: Field data (2026)

As shown in Table 4.6:1 only three respondents (12.0%) reported being both aware of and familiar with the contents of any departmental or district policy specifically addressing vital records protection. Twelve respondents (48.0%) stated

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that no such policy exists, and a further five (20.0%) were unsure, meaning that a combined seventeen respondents (68.0%) either believed no such policy existed or could not confirm one either way. This substantial governance gap resonates with the observation of Kitalu and Ndenje-Sichalwe (2023) that Tanzania's National Archives Act (Cap 337) does not provide sufficiently specific guidance on vital records identification and mitigation for implementing agencies, and with Mwakyolo and Lwehabura's (2022) finding that implementation of the Land Act and Village Land Act provisions on records security is inconsistent at district level.

It is notable that during the interview, the Head Departments asserted that the department "follows national records management laws, government policies, and internal procedures for managing and protecting records," and identified departmental, district and national frameworks as governing records protection. Read alongside the survey findings, this suggests that a policy and legislative framework may indeed exist in principle at higher levels, but that it has not been effectively communicated, cascaded or operationalized down to the majority of staff, a pattern consistent with Maseh's (2022) finding that national records policies in Kenyan county governments were often not cascaded to the county level.

Table 4.6:2 Existence of Disaster Recovery or Business Continuity Plan

Response	**Frequency**	**Percentage (%)**
Yes, and it is regularly updated and tested	0	0.0
Yes, but it is not regularly updated or tested	4	16.0
No, there is no such plan	18	72.0
I am not sure	3	12.0
Total	**25**	**100.0**

Source: Field data (2026)

Table 4.6:2 shows that eighteen respondents (72.0%) reported that no disaster recovery or business continuity plan covering records exists within the department, while four respondents (16.0%) indicated that a plan exists but is not regularly updated or tested, and three (12.0%) were unsure. No respondent reported the existence of a plan that is both current and actively tested. This is further reinforced by data on participation in recovery drills, where fourteen respondents (56.0%) reported never having taken part

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in any drill or exercise related to records recovery after a disaster, ten (40.0%) reported participating more than five years ago, and only one respondent (4.0%) had participated within the last two to five years, with none reporting participation within the past year. Taken together, these findings indicate that even in the rare instances where a nominal disaster recovery arrangement may exist, there is effectively no active culture of testing or rehearsal, a gap that both ISO 22301:2019 and Franks (2023) identify as central to genuine institutional readiness, since the mere existence of a plan on paper offers limited practical protection unless it is periodically tested and refined. This stands in some tension with the interview account,

In *which the Head of department stated that "important records are backed up, and emergency procedures are available to recover records after disasters"; the scale and consistency of the survey findings suggest that any such procedures are neither well known among staff nor subject to regular practice, and that the department's actual disaster recovery readiness is considerably weaker than this statement implies.*

Section. F.4.7 Challenge and suggestions for improvement

This section addresses the fourth specific objective of the study, which sought to develop a strategic roadmap for improving institutional readiness for vital records mitigation, drawing on staff perceptions of the main challenges faced and the improvements considered most necessary.

Table 4.7:1 Main Challenges to Protecting Vital Records

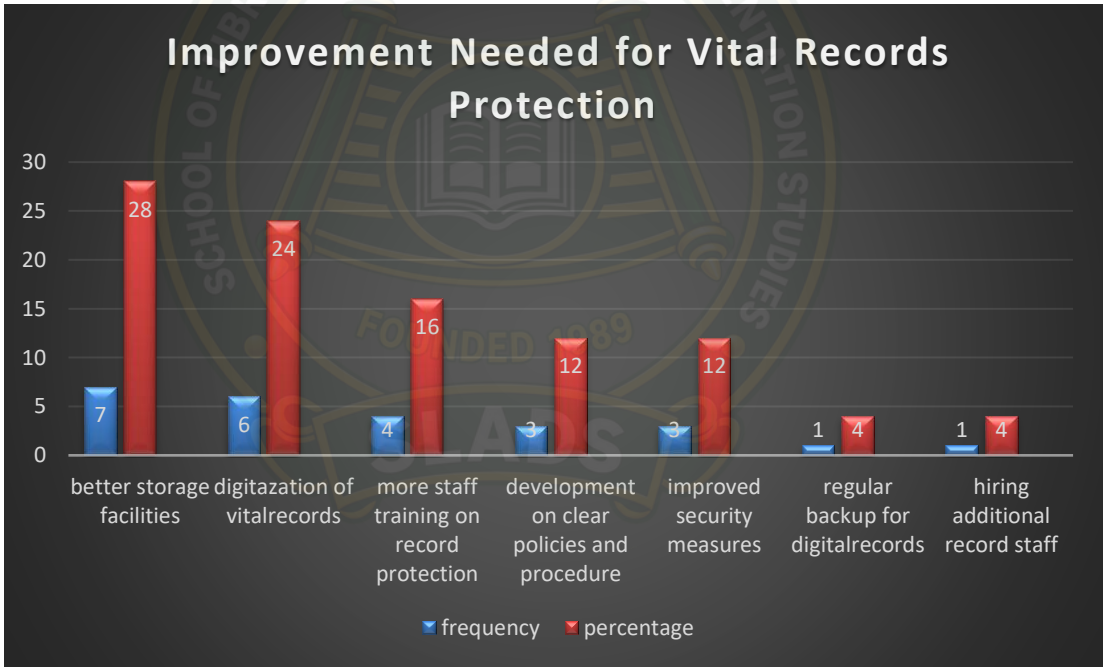
Challenge	Frequency	Percentage (%)
Inadequate storage facilities	10	40.0
Lack of funding for records protection	2	8.0
Insufficient trained staff	1	4.0
Lack of awareness about vital records	3	12.0
Absence of clear policies/procedures	6	24.0
Inadequate digital backup systems	1	4.0
High volume of records	1	4.0
Lack of management support	1	4.0
Total	**25**	**100.0**

Source: Field data (2026)

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Table 4.7:1 shows that inadequate storage facilities were identified as the leading challenge by ten respondents (40.0%), followed by the absence of clear policies and procedures at six respondents (24.0%) and lack of awareness about vital records at three respondents (12.0%). Lack of funding accounted for two responses (8.0%), while insufficient trained staff, inadequate digital backup systems, high volume of records, and lack of management support were each cited by one respondent (4.0%). These self-reported challenges align closely with the empirical patterns established earlier in the chapter: the prominence given to storage facilities corresponds with the infrastructural gaps documented in Section 4.3, while the concern over the absence of clear policies mirrors the low levels of policy awareness recorded

Figure 4.7:2 Most Important Improvement Needed for Vital Records Protection



Source: Field data (2026)

As shown in Table 4.7:2, better physical storage facilities were regarded as the single most important improvement by seven respondents (28.0%), followed by digitization of vital records at six respondents (24.0%) and more staff training on records protection at four respondents (16.0%). Regular backup systems for digital records and the development of clear policies and procedures were each prioritized by three respondents (12.0%), while improved security measures and the hiring of additional records staff were each prioritized by one respondent (4.0%).

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During the interview, the Head Department confirmed that improvements of this nature are largely resource-contingent, noting that higher authorities "provide policy guidance, training, technical advice, and financial support when resources are available," but that "additional funding and technical support are still needed." This is consistent with staff identifying lack of funding as a constraining factor in Table 4.14, and points to funding mobilization as a cross-cutting condition for most of the interventions prioritized by respondents.

Taken together, the findings presented in this chapter indicate that four inter-related pillars form the basis of a strategic roadmap for improving institutional readiness at the department: first, investment in archival-standard physical storage infrastructure, including fire suppression, environmental controls and a dedicated, secure storage facility; second, progressive digitization of priority vital records paired with genuinely redundant, geographically separated digital backup; third, the formalization, documentation and active communication of a vital records protection policy and a tested disaster recovery plan; and fourth, sustained and repeated staff training that goes beyond one-off sessions to build lasting conceptual familiarity with vital records among all cadres of staff. These pillars, which emerge directly from the triangulated quantitative and qualitative evidence presented above, form the basis for the conclusions and recommendations developed in the following chapter.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the key findings discussed in Chapter Four, draws conclusions regarding the institutional readiness of the Department of Natural Resources and Land Office in Bagamoyo District for vital record mitigation, and offers recommendations addressed to the department, the Bagamoyo District Council, and higher-level authorities. The chapter closes by proposing areas for further research.

5.1 Summary of Findings

With regard to the first objective, on the identification and vulnerability of vital records, the study found that staff perceptions of what constitutes a vital record were skewed toward frequently encountered operational records, particularly revenue collection records, rather than the core legal instruments of land tenure emphasized by the Department Head and by the wider literature, such as title deeds, land registers and survey plans. Theft and hardware or software failure were identified as the leading perceived threats, and these were corroborated by the actual causes of past record loss incidents, of which theft and pest damage were most prominent. Approximately one-third of respondents reported an incident of record loss or damage within the preceding five years.

On the second objective, concerning technical infrastructure, the study established that physical storage relies predominantly on wooden shelving and cardboard boxes, with negligible use of dedicated storage rooms and no use of off-site storage. Sixty-four percent of respondents rated the physical condition of storage areas as fair to poor, and protective features were skewed heavily toward human security presence, with a complete absence of fire extinguishers, smoke detectors, climate control and raised flooring. Digital backup practices, while more commonly reported than adequate physical storage, remain concentrated on the departmental server, with minimal use of cloud or off-site backup and one-fifth of respondents reporting no regular backup procedures at all.

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On the third objective, concerning the policy and regulatory framework, the study found that staff awareness of vital records concepts was moderate despite widespread exposure to some form of training, and that awareness of any specific vital records protection policy was low, with sixty-eight percent of respondents either unaware of such a policy or uncertain of its existence. No disaster recovery or business continuity plan was found to be both current and regularly tested, and more than half of respondents had never participated in a records recovery drill.

On the fourth objective, concerning strategic interventions, inadequate storage facilities and the absence of clear policies and procedures emerged as the leading challenges identified by staff, while better physical storage, digitization of vital records, and staff training were identified as the most important priorities for improvement, with funding availability recognized as a cross-cutting constraint on implementation.

5.2 Conclusions

Drawing on the findings summarized above, the study concludes that the Department of Natural Resources and Land Office in Bagamoyo District demonstrates a generally low level of institutional readiness for vital records mitigation. This low readiness is not attributable to any single deficiency but is characterized by compounding gaps across all four dimensions examined: an incomplete and unevenly shared understanding among staff of which records are genuinely vital; physical and digital infrastructure that falls short of basic archival and disaster-resilience standards; a policy and regulatory environment that may exist in principle at national level but has not been effectively formalized, communicated or enforced at departmental level; and an almost complete absence of a tested disaster recovery capability.

The study further concludes that there is a meaningful gap between the perspective of departmental leadership and the lived experience of frontline staff, with the Department Head's generally more optimistic account of infrastructure, policy and disaster recovery arrangements not fully matched by staff-level survey responses. This suggests that improving institutional readiness will require not only investment in infrastructure and the formal drafting of policy, but also deliberate effort to close

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internal communication gaps so that policies, procedures and recovery arrangements that exist on paper are genuinely known, understood and practiced by all categories of staff.

Overall, unless deliberate and adequately resourced interventions are undertaken, the department's vital land and natural resources records, which underpin property rights, revenue collection and dispute resolution for the wider Bagamoyo District community, remain exposed to a level of risk that is disproportionate to their legal, economic and social importance.

5.3 Recommendations

Based on the findings and conclusions of this study, the following recommendations are made.

To the Department of Natural Resources and Land Office

The department should establish a dedicated, lockable records storage room equipped with basic archival-standard features, including fire extinguishers, smoke detectors and pest control measures, prioritizing the protection of records identified as vital by both staff and leadership. It should also formally identify and document, in consultation with all cadres of staff, a comprehensive schedule of vital records that reflects both the legal significance emphasized by departmental leadership and the operational records used routinely by staff, so as to close the gap in understanding identified in this study.

The department should extend its existing digital backup practices to include regular backup, geographically separated cloud or off-site backup for all vital digital records, rather than relying solely on the departmental server, and should ensure that the remaining fifth of respondents currently without any regular backup routine are brought into a standard backup procedure.

The department should develop and formally document a vital records protection policy and a disaster recovery or business continuity plan, and should ensure that both are actively communicated to, and periodically tested with, all staff through scheduled drills, rather than remaining as documents known only to senior officers.

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To the Bagamoyo District Council

The Council should allocate dedicated budget lines for vital records infrastructure improvements across departments, including the Department of Natural Resources and Land Office, and should support inter-departmental collaboration on shared facilities such as digitization centers or off-site storage, consistent with the shared-service models described by Smallwood (2022).

To the Ministry of Lands, Housing and Human Settlements Development and the Ministry of Natural Resources and Tourism

The ministries should strengthen the cascading of national records management legislation and guidelines to the district level through targeted dissemination, technical support and financing, so that policy provisions such as those in the National Archives Act (Cap 337) and the Land Act (Cap 113) translate into documented, department-level procedures rather than remaining general statements of principle.

To Staff of the Department

Records Officers, Registry Staff, and Administrative Staff should ensure the consistent and accurate use of record control staff should be provided with recurrent, rather than one-off, training on vital records identification and protection, designed specifically to build and sustain conceptual familiarity with vital records terminology and practices across all occupational categories, including those, such as administrative and IT support staff, who may not directly create records but play a role in their handling and protection.

5.4 Areas for Further Research

This study focused on a single department within one district and therefore offers a context-specific rather than a generalizable assessment. Future research could extend this evaluation across multiple district-level land and natural resources offices in Tanzania to establish whether the patterns identified here, particularly the gap between leadership and staff perceptions, are widespread or specific to Bagamoyo District.

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Further research could also examine the cost-effectiveness of alternative infrastructure investments, such as digitization versus improved physical storage, to guide resource-constrained departments in prioritizing interventions. Finally, a longitudinal study following the department after the implementation of the recommendations proposed in this report would provide valuable evidence on the extent to which improved policy documentation, training and infrastructure investment translate into measurable gains in institutional readiness over time.

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APPENDICES

APPENDIX I:

TIME SCHEDULE SHOWING ACTIVITIES DURING RESEARCH WORK

Activities	MAR	APR	MAY	JUN	JULY	AUG
Research proposal writing and submission						
Obtaining clearance and visiting the department						
Distribution of questionnaires and conducting interviews						
Observation data collection						
Data cleaning and analysis						
Report writing and compilation						
Final binding and submission						

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APPENDIX II: BUDGET

S/No	Item	Cost (TZS)	Amount (TZS)
1	Research Proposal Printing & Binding	3 copies @ 15,000	45,000
2	Questionnaire Printing	25 copies @ 500	12,500
3	Interview Guide Printing	5 copies @ 500	2,500
4	Observation Checklist Printing	5 copies @ 500	2,500
5	Stationery (Pens, Papers, Files, Notebooks)	1 set	20,000
6	Transport to Bagamoyo (Field work)	12 trips @ 5,000	60,000
7	Internet and Data bundles	Lump sum	25,000
8	Research Assistant Fees	3 days @ 10,000	30,000
9	Meals and Refreshments during field work	Lump sum	30,000
10	Final Report Printing & Binding	2 copies @ 20,000	40,000
	TOTAL		**267,500**

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APPENDIX III:

QUESTIONNAIRE FOR DEPARTMENT STAFF

Dear Respondent,

I am a student at the School of Library, Archives and Documentation Studies (SLADS), Bagamoyo. I am conducting research on "An Evaluation of Institutional Readiness for Vital Record Mitigation in Public Sector Organization: Case Study of Department of Natural Resources and Land Office in Bagamoyo District" as part of the fulfilment for the award of an Ordinary Diploma in Records and Archives Management Studies.

The purpose of this questionnaire is to gather your views and experiences regarding the management and protection of vital records in this department. Please be assured that the information provided will be kept strictly confidential and used for academic purposes only.

Thank you for your cooperation.

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

Section A: Demographic Information

1. What is your gender?

a) Female ( )

b) Male ( )

2. What is your age group?

a) 18-25 ( )

b) 26-35 ( )

c) 36-45 ( )

d) 46-55 ( )

e) 56 and above ( )

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3. What is your current position?

a) Land Officer ( )

b) Natural Resources Officer ( )

c) Records Management Officer/Clerk ( )

d) Surveyor ( )

e) Administrative Support Staff ( )

f) IT Support Staff ( )

g) Other (specify): _____

4. How long have you worked at this department?

a) Less than 1 year ( )

b) 1-5 years ( )

c) 6-10 years ( )

d) 11-15 years ( )

e) More than 15 years ( )

Section B: Awareness and Understanding of Vital Records

5. Are you familiar with the concept of "vital records"?

a) Yes, very familiar ( )

b) Yes, somewhat familiar ( )

c) No, not familiar ( )

6. Has your department provided training on vital records identification and protection?

a) Yes, within the last year ( )

b) Yes, within the last 2-5 years ( )

c) Yes, more than 5 years ago ( )

d) No training has been provided ( )

e) I am not sure ( )

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7. In your opinion, which of the following types of records in this department are VITAL (essential for continued operations)? (Tick all that apply)

a) Land title deeds/certificates of occupancy ( )

b) Land registers ( )

c) Survey plans and maps ( )

d) Natural resource extraction permits ( )

e) Environmental impact assessment reports ( )

f) Leases and contracts ( )

g) Revenue collection records ( )

h) Personnel files ( )

i) Correspondence files ( )

j) Other (specify): _____

Section C: Current State of Records Protection

8. Where are the majority of paper records in your department currently stored? (Tick all that apply)

a) Metal filing cabinets in offices ( )

b) Wooden shelves/cabinets ( )

c) Dedicated records storage room/archive ( )

d) Cardboard boxes on floors ( )

e) Off-site storage facility ( )

f) Other (specify): _____

9. How would you rate the physical condition of the records storage area?

a) Excellent – Clean, well-organised, climate-controlled ( )

b) Good – Generally clean and organised, but no climate control ( )

c) Fair – Some issues with cleanliness, organisation, or space ( )

d) Poor – Overcrowded, dusty, evidence of pests/leaks ( )

e) Very Poor – Unsafe conditions, active damage occurring ( )

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10. Does the records storage area have the following? (Tick all that apply)

a) Fire extinguishers ( )

b) Smoke detectors/fire alarms ( )

c) Lockable doors/cabinets ( )

d) Security personnel/surveillance ( )

e) Temperature and humidity control ( )

f) Emergency lighting ( )

g) Raised flooring (to prevent flood damage) ( )

h) Pest control measures ( )

i) None of the above ( )

11. For digital records, which of the following backup practices are in place? (Tick all that apply)

a) Regular backup to external hard drives ( )

b) Regular backup to departmental server ( )

c) Cloud/off-site backup ( )

d) No regular backup procedures ( )

e) I am not sure ( )

Section D: Vulnerability and Risk Assessment

12. In your experience, how vulnerable are the department's records to the following threats?

Threat	**Very High**	**High**	**Moderate**	**Low**	**Very Low**
Fire					
Flood/Water damage					
Theft					
Pests (insects, rodents)					

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Threat	Very High	High	Moderate	Low	Very Low
Mould/Dampness					
Accidental destruction					
Computer viruses/hacking					
Hardware/Software failure					

13. Has the department ever experienced any incident that resulted in the loss or damage of records?

a) Yes, within the last year ( )

b) Yes, within the last 2-5 years ( )

c) Yes, more than 5 years ago ( )

d) No, never ( )

e) I am not aware of any such incidents ( )

14. If yes to question 13, what was the cause of the incident? (Tick all that apply)

a) Fire ( )

b) Flood/Water leak ( )

c) Theft ( )

d) Pest damage ( )

e) Accidental disposal/misplacement ( )

f) Computer/system failure ( )

g) Other (specify): _____

Section E: Policy and Procedures

15. Are you aware of any departmental or district policies specifically addressing the protection of vital records?

a) Yes, and I am familiar with the contents ( )

b) Yes, but I am not familiar with the contents ( )

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c) No, there is no such policy ( )

d) I am not sure ( )

16. Does the department have a documented disaster recovery or business continuity plan that includes records?

a) Yes, and it is regularly updated and tested ( )

b) Yes, but it is not regularly updated or tested ( )

c) No, there is no such plan ( )

d) I am not sure ( )

17. Have you ever participated in a drill or exercise related to records recovery after a disaster?

a) Yes, within the last year ( )

b) Yes, within the last 2-5 years ( )

c) Yes, more than 5 years ago ( )

d) No, never ( )

Section F: Challenges and Suggestions for Improvement

18. What do you consider to be the MAIN challenges to effectively protecting vital records in this department? (Tick all that apply)

a) Inadequate storage facilities ( )

b) Lack of funding for records protection ( )

c) Insufficient trained staff ( )

d) Lack of awareness about vital records ( )

e) Absence of clear policies/procedures ( )

f) Inadequate digital backup systems ( )

g) High volume of records ( )

h) Lack of management support ( )

i) Other (specify): _____

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19. In your opinion, what is the SINGLE most important improvement needed for vital records protection in this department?

a) Better physical storage facilities ( )

b) Digitisation of vital records ( )

c) More staff training on records protection ( )

d) Development of clear policies and procedures ( )

e) Improved security measures ( )

f) Regular backup systems for digital records ( )

g) Hiring additional records staff ( )

h) Other (specify): _____

20. Please share any other suggestions you have for improving the protection of vital records in this department.

_____

_____

Thank you for your valuable participation!

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APPENDIX IV:

INTERVIEW GUIDE FOR DEPARTMENT HEADS AND RECORDS MANAGERS

Title of Study: An Evaluation of Institutional Readiness for Vital Record Mitigation in Public Sector Organization: Case Study of Department of Natural Resources and Land Office in Bagamoyo District

Interviewer: _____

Interviewee Code: _____

Position: _____

Date: _____

Time: _____

Location: _____

Interview Questions

Section A: Understanding of Vital Records

1. From your perspective as a department leader, how would you define “vital records” in the context of this department's operations?

Probe: What makes certain records more critical than others?

Probe: How does this understanding inform your management approach?

2. Has the department undertaken any formal process to identify and categorise its vital records?

Probe: If yes, when was this done, and what methodology was used?

Probe: If no, what have been the barriers to conducting such an exercise?

3. In your assessment, what are the most critical vital records series held by this department, and why?

Probe: Land records? Natural resources permit? Financial records?

Probe: What would be the consequences of losing these records?

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Section B: Current Mitigation Strategies and Infrastructure

4. Can you describe the current strategies and systems in place for protecting the department's vital records?

Probe: Physical protection measures (storage, security, environmental controls)

Probe: Digital protection measures (backup systems, redundancy, cybersecurity)

Probe: Disaster preparedness and recovery planning

5. How would you assess the adequacy of the department's current physical infrastructure for vital records storage?

Probe: Space, shelving, environmental controls, security

Probe: What improvements are needed, and why haven't they been implemented?

6. How would you assess the adequacy of the department's digital infrastructure for protecting electronic vital records?

Probe: Backup systems, off-site storage, disaster recovery capabilities

Probe: Staff capacity to manage digital records

Section C: Policy and Regulatory Framework

7. What policies, procedures, or guidelines currently govern vital records protection in this department?

Probe: Departmental policies? District-level policies? National legislation?

Probe: How effectively are these policies implemented and enforced?

8. How would you describe the level of support from higher authorities (District Council, Ministries) for vital records protection?

Probe: Policy guidance? Funding? Technical assistance? Training?

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9. Have you encountered any conflicts or gaps between different policy requirements affecting records protection?

Probe: For example, between access requirements and security requirements?

Section D: Organizational Culture and Capacity

10. How would you characterize the awareness and attitude of departmental staff toward vital records protection?

Probe: Do staff understand the importance of their role in records protection?

Probe: What factors influence staff engagement with records management?

11. What training and capacity building opportunities have been provided to staff regarding vital records management?

Probe: Frequency, content, effectiveness

Probe: Plans for future training

12. How does the department balance the demands of daily operations with the need for systematic records protection?

Probe: Resource allocation, prioritisation, competing demands

Section E: Challenges and Barriers

13. From your perspective, what are the most significant challenges facing this department in achieving adequate vital records mitigation?

Probe: Resource constraints? Technical challenges? Human capacity? Policy issues?

Probe: Are these challenges getting better or worse over time?

14. Have there been any past incidents (near-misses or actual losses) that have highlighted vulnerabilities in records protection?

Probe: What was learned from these incidents?

Probe: What changes were implemented as a result?

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15. How would you describe the level of priority given to vital records protection compared to other departmental priorities?

Probe: What factors influence this prioritisation?

Section F: Future Directions and Recommendations

16. What do you envision as the ideal state of vital records mitigation for this department in the next five years?

Probe: What would success look like?

17. What specific strategic interventions do you believe are necessary to achieve improved institutional readiness?

Probe: Infrastructure investments? Policy development? Training? Technology adoption?

18. What support would be most helpful from district, regional, or national authorities to strengthen vital records protection?

19. If you could recommend three priority actions to improve vital records mitigation in this department, what would they be?

20. Is there anything else you would like to share about vital records protection in this department that we have not covered?

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APPENDIX V:

OBSERVATION CHECKLIST

Department: Department of Natural Resources and Land Office, Bagamoyo District

Date of Observation: _____

Time of Observation: _____

Observer: _____

Areas Observed: _____

Section A: Physical Storage Environment

Observation Item	Yes	No	Partially	Comments/Notes
Dedicated records storage room/area exists				
Storage area is clean and free of debris				
Adequate space for existing records				
Shelving/cabinets are in good condition				
Records are stored off the floor				
Aisles between shelves allow easy access				
Records are clearly labelled and organized				
Evidence of pest infestation (insects, rodents)				
Evidence of water damage/leaks				
Evidence of mould or mildew				

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Observation Item	Yes	No	Partially	Comments/Notes
Adequate lighting in storage area				
Temperature appears controlled				
Humidity appears controlled				
Ventilation appears adequate				

Section B: Security Measures

Observation Item	Yes	No	Partially	Comments/Notes
Storage area has lockable door				
Storage area is locked when not in use				
Access to storage area is restricted				
Security personnel present in building				
CCTV surveillance in place				
Windows are secure (bars/locks)				
Visitor log or access register maintained				

Section C: Fire Safety and Disaster Preparedness

Observation Item	Yes	No	Partially	Comments/Notes
Fire extinguishers present and accessible				
Fire extinguishers have current inspection tags				
Smoke detectors installed				
Fire alarm system present				

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Observation Item	Yes	No	Partially	Comments/Notes
Emergency exits clearly marked				
Emergency lighting present				
Fire suppression system (sprinklers)				
Disaster preparedness plan visibly posted				
Emergency contact numbers posted				
First aid kit available				

Section D: Digital Infrastructure

Observation Item	Yes	No	Partially	Comments/Notes
Computers are available for records management				
Computers appear to be in good working order				
Server room/area exists				
Server room has appropriate environmental controls				
Backup power supply (UPS/generator) present				
External backup drives visible				
Backup media stored separately from originals				
Evidence of regular backup procedures				

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Observation Item	Yes	No	Partially	Comments/Notes
Antivirus/security software appears installed				

Section E: Records Condition and Organization

Observation Item	Yes	No	Partially	Comments/Notes
Records appear to be in good physical condition				
Filing system is logical and consistent				
File folders/covers are in good condition				
Finding aids/indexes exist				
Vital records appear to be identifiable				
Duplicate/copy records exist for vital records				
Records scheduled for transfer/destruction				

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APPEENDIX VI

APPROVAL LETTER

JAMHURI YA MUUNGANO WA TANZANIA

OFISI YA WAZIRI MKUU
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

HALMASHAURI YA WILAYA BAGAMOYO

Unapojibu tafadhali taja

Kumb Na:.JB.311/375/01/268 **Tarehe:** 24 Machi, 2026

Mkuu wa Chuo,
Chuo cha Ukutubi na Utunzaji wa Nyaraka za Serikali,
S.L.P 227,
BAGAMOYO.

Yah: **RUHUSA YA KUFANYA UTAFITI KWA NDUGU DEBORA MALEKANA.**

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakiri kupokea barua yako yenye Kumb. **Na. DA.201/457/VOL/1/20** ya tarehe **04 Machi,2026** yenye somo sawa na hapo juu.

3. Kwa barua hii, napenda kukufahamisha kwamba mtajwa hapo juu ameruhusiwa kufanya Utafiti Halmashauri ya Wilaya ya Bagamoyo katika **Idara ya Ardhi na Mipango Miji** kwa kipindi cha kuanzia tarehe **1, April** hadi **1 Mei, 2026**

4 Namtakia Utafiti mema

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

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

Nakala: Mkuu wa Idara,
Idara ya Ardhi na Mipango Miji,
Halamashauri ya Wilaya,
S.L.P. 59,
BAGAMOYO. - Mpokee na kumpa ushirikiano.

Debora Malekana - Ripoti Idara ya Ardhi na Mipango Miji

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

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