SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES (SLADS-BAGAMOYO).

TITLE: INVESTIGATION ON RECORD'S DISASTER RECOVERY PLAN IN PUBLIC INSTITUTION: A CASE STUDY AT BAGAMOYO DISTRICT COUNCIL.

BY

ANAMI STED MBUKWA.

A Research proposal have to be submitted at school of library archives and documentation studies (SLADS) seeking approval to undertake a study as a Partial Fulfillment of the Requirements for the Award of Diploma in Records and Archives Management.

2026.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

CERTIFICATION.

The undersigned certify that he has read and hereby recommended for acceptance by the School of Library, Archives and Documentation Studies Research report entitled ***"an investigation on record's disaster recovery plan in public institution: A case study at bagamoyo district council"*** as a partial fulfillment of the requirements for the award of Ordinary Diploma in Library, records and information studies

Signature

……

Supervisor

……

Date

……

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

DECLARATION AND COPYRIGHT.

I Anami Sted Mbukwa, declare that this research proposal is my original work and has not been submitted for a diploma any other award in any other university of higher learning. Where the works of other authors have been used, they have been fully acknowledged and referenced.

Signature: _____

Date: _____

© Mbukkwa. A 2026

This research report is a copyright material protected under the Berne convention, the copyright act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be produced by any means in full or in part, except for short extract in fair dealing, for research or private study. Important scholarly review or discourse with an acknowledgement, without the written permission from the school of library, Archives and Documentation studies (SLADS) on behalf of the author.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

ACKNOWLEDGEMENT.

This research report would not have been possible without the cooperation and help of many people. Firstly, I would like to thank Almighty GOD for his creation and survival in this World, and giving me this opportunity to get Education in this college.

Also, I would like to convey my sincere thanks to the school of library, Archives and Documentation Studies (SLADS), for giving me opportunity to study in this college.

Special thanks and honor go to my research report supervisor for using his time to lead guide and supervise and orient me in the writing report.

May the Almighty GOD Bless them all.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

DEDICATION.

I dedicate this paper to my beloved family since they have been motivation

Throughout my life

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

LIST OF ABBREVIATION.

AIIM - Association for Intelligent Information Management.

COSTECH - Tanzania Commission for Science and Technology.

DRP - Disaster Recovery Plan.

FEMA - Federal Emergency Management Agency.

ICA - International Council on Archives.

ICT - Information and Communication Technology.

ISO - International Organization for Standardization.

NARA - National Archives and Records Administration.

RAMA - Records and Archives Management Act.

RAMD - Records and Archives Management Department

RDRP - Records Disaster Recovery Plans.

SLADS - School of library archives and documentation studies.

TNA - The National Archives (United Kingdom).

UNESCO - United Nations Educational, Scientific and Cultural Organization.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

ABSTRACT.

This study investigates records disaster recovery planning at Bagamoyo District Council, Tanzania, addressing a gap in local government-level research on the subject. Guided by four objectives, examining existing records disaster recovery policies and practices, identifying disaster types affecting the Council, determining challenges hindering effective planning, and proposing strengthening strategies, the study adopted a case study design combining questionnaires and interviews with 20 staff respondents, including records managers, IT officers, heads of department, and administrative staff. Findings reveal a partially developed and inconsistently implemented records disaster recovery framework: only half of respondents were aware of a documented plan, and just 45% knew who was responsible for its implementation. Backup practices were irregular, with 25% of respondents reporting rare or no backups, and 30% storing backups either in the same building as originals or not at all. System/IT failure (40%) and theft/vandalism (35%) were perceived as the greatest threats, together outweighing natural hazards such as fire and flooding. Over half of respondents had received no or incomplete training in records disaster recovery, contributing to only "fair" self-rated knowledge levels. The study concludes that despite legal obligations under Tanzania's Records and Archives Management Act No. 3 of 2002, the Council's vital records remain vulnerable to loss due to weak policy dissemination, inconsistent backup practices, and limited staff capacity. It recommends formalizing and communicating the disaster recovery plan, standardizing secure backup practices, prioritizing cybersecurity and physical security measures, and investing in regular staff training, while proposing further research across multiple local government authorities to assess the generalizability of these findings.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

TABLE OF CONTENT.

INTRODUCTION AND BACKGROUND OF THE STUDY 1
1.0 Introduction 1
1.4 Research Questions 3
1.5 Significance of the Study 4
2.1.2 Reasons why the Lifecycle Model Matters for a Disaster Recovery Investigation. 8
2.2 Types of Disasters Affecting Records. 9
2.2. 1 Natural Disasters. 9
2.2.2 Human-Caused Disasters. 9
2.2.3 Technical Disasters. 9
2.3 Components of an Effective Disaster Recovery Plan for Records. 10
2.4 Challenges in Records Disaster Recovery Planning. 10
2.5 Empirical Studies. 11
2.6 Research Gap. 12
RESEARCH METHODOLOGY. 13
3.0 Introduction. 13
3.1 Research type. 13
3.2 Research Design. 13
3.3 Area of Study. 14
3.4 Population of the Study. 14
3.5 Sample Size and Sampling Techniques. 15
3.5.1 Sample Size. 15
3.5.2 Sampling Techniques. 15
3.6 Data Collection Methods. 15
3.6.1 Questionnaires. 15
3.6.2 Interviews. 16
3.7 Data Collection Instruments. 16
3.8 Validity and Reliability. 16
3.8.1 Validity. 16

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

3.8.2 Reliability. 17
3.9 Data Analysis. 17
3.9.1 Quantitative Data Analysis. 17
3.9.2 Qualitative Data Analysis. 17
3.10 Ethical Considerations 17
CHAPTER FOUR. 19
DATA ANALYSIS AND PRESENTATION. 19
4.1 Introduction. 19
4.2 Demographics information. 19
4.3 Existing Records Disaster Recovery Policies and Practices. 21
4.4 Types of Disaster Existing at Bagamoyo District Council 24
4.5 Challenges Affecting Records Disaster Recovery Planning. 26
4.6 Strategies for Strengthening Records Disaster Recovery Planning. 28
CHAPTER FIVE. 30
SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER STUDY. 30
5.1. Summary. 30
5.2 Conclusion. 31
5.3 Recommendations. 31
5.4 Areas for Further Study. 33
APPENDEX I 37
A TIME TABLE FOR RESEARCH PROJECT. 37
APPENDEX II 38
RESEARCH BUDGET. 38
QUESTIONNAIRE FOR EMPLOYEES (11 Questions). 39
APPENDIX IV. 42
INTERVIEW QUESTIONS. 42

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

LIST OF TABLES.

4.1 Position of work……17
4.2 Duration at the working place……18
4.3 Level of education…….18
4.4 Awareness on the documented records disaster recovery plan…….....19
4.5 Awareness of responsibility for implementing the plan…….....20
4.6 Frequent of Records backup…….…….21
4.7 Storage location for backup records……..…22
4.8 Types of disaster existing at Bagamoyo district council……..…23
4.9 Training provision on records disaster recovery…….……...24
4.10 Staff quality of knowledge on records disaster recovery plan…..…….…25
4.11 Existence of policy or strategy guiding disaster recovery in the institution.....26

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

LIST OF FIGURES.

2.1 Theoretical framework……6

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction.

Into this section includes the concrete Background of the study, Statement of the problem, objectives of the study (general and specific objectives) Research questions, Significance of the study, Scopes of the study, And Limitation of the study

1.1 Background of the Study.

Records management is a fundamental pillar of good governance, administrative efficiency, and accountability in public institutions. According to Shepherd and Yeo (2023), records are the institutional memory of organizations, providing evidence of decisions, transactions, and activities undertaken over time. In public institutions, the protection of records against disasters is not merely an administrative concern but a legal, ethical, and governance imperative.

A Disaster Recovery Plan (DRP) for records is defined by the International Organization for Standardization as a documented set of procedures and strategies designed to protect, recover, and restore records following a disaster or emergency (ISO 15489-1, 2016). Disasters affecting records can be broadly categorized as natural including fires, floods, earthquakes, and pest infestations or human-induced, encompassing theft, arson, vandalism, and cyber attacks (Ngulube, 2015). The growing digitization of records has introduced additional technical vulnerabilities such as system crashes, hardware failures, and ransom ware attacks (AIIM, 2020).

Records disaster recovery globally has gained increasing attention. In the United States, the National Archives and Records Administration (NARA, 2017) mandates all federal agencies to identify and protect vital records against disasters through formal disaster recovery frameworks. Similarly, UNESCO (2010) has developed guidelines urging member states to integrate disaster risk reduction into their national records and archives management policies.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

However, In Africa records disaster recovery remains significantly underdeveloped. Ngulube (2015) conducted a comprehensive study across sub-Saharan Africa and found that most national archives and public institutions lacked formal disaster recovery plans, relying instead on reactive, and hockey responses after disasters occurred. This reality is echoed by Kemon and Ngulube (2018), who argue that despite the existence of progressive records management legislation in East Africa, implementation of records protection measures remains weak due to resource constraints, poor infrastructure, and inadequate staff training.

The Records and Archives Management Act (RAMA) No. 3 of 2002 Of Tanzania, provides the overarching legal framework for records management, mandating all public institutions to manage and safeguard records throughout their lifecycle. The Local Government (District Authorities) Act No. 7 of 1982 further obligates district councils including Bagamoyo District Council to maintain records that support transparent and accountable service delivery to citizens. Despite these legal obligations, studies indicate that many Tanzanian public institutions lack comprehensive records disaster recovery plans (Chachage & Ngulube, 2016; Kamatula, 2020).

1.2 Statement of the Problem.

According to the International Council on Archives (ICA, 2016), effective records disaster recovery planning is a cornerstone of institutional governance, enabling organizations to protect, retrieve, and restore critical records following any disruptive event such as fires, floods, cyber attacks, or system failures. The ISO 15489-1:2016 standard on records management equally emphasizes that organizations must establish documented procedures for protecting records against loss and ensuring their availability and integrity at all times.

At Bagamoyo District Council, preliminary seems there's the absence of a comprehensive, formally documented, and regularly tested records disaster recovery

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

plan. This exposes critical government records including financial, legal, and personnel records to the risk of irreversible loss in the event of a disaster.

The consequences of such loss could include disrupted public service delivery, violations of legal obligations under RAMA No. 3 of 2002, destruction of accountability trails, and erosion of public trust.

1.3 Objectives of the Study.

1.3.1 General Objective.

The general objective of this study is to investigate the state of records disaster recovery planning at Bagamoyo District Council.

1.3.2 Specific Objectives.

The study is guided by the following specific objectives:

1. To examine the existing records disaster recovery policies and practices at Bagamoyo District Council.

2. To identify possible types of disaster that exists at bagamoyo district council.

3. To identify challenges affecting records disaster recovery planning at Bagamoyo District Council.

4. To propose strategies for strengthening records disaster recovery planning at Bagamoyo District Council.

1.4 Research Questions.

The study is guided by the following research questions:

1.4.1 What records disaster recovery policies and practices exist at Bagamoyo District Council?

1.4.2 What challenges affect records disaster recovery planning at Bagamoyo District Council?

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

1.4.3 What strategies can be implemented to strengthen records disaster recovery planning at Bagamoyo District Council?

1.5 Significance of the Study.

This study is significant for several reasons. Practically, the findings will provide Bagamoyo District Council and similar local government authorities in Tanzania with evidence-based recommendations for developing and implementing effective records disaster recovery plans. Records managers, IT officers, and senior administrators will benefit from a clearer understanding of best practices in records protection and recovery.

From a policy perspective, the findings will inform policymakers at the institution level including the Records and Archives Management Department (RAMD) in reviewing and strengthening the legislative and regulatory framework for records disaster recovery in Tanzania's public sector. Lowry (2023) emphasizes that linking records management to broader business continuity frameworks at the policy level is essential for sustainable institutional resilience.

Academically, the study contributes to the limited body of scholarly knowledge on records disaster recovery in Tanzanian local government authorities, addressing an identified research gap in the Tanzania context (Kemoni, 2017). Future researchers and students of records and archives management will find this study a useful reference for related research.

1.6 Scope of the Study.

The study is geographically limited to Bagamoyo District Council, located in Bagamoyo District, Coast Region, and Tanzania. Thematically, the study focuses specifically on records management and disaster recovery planning within the institution, covering both paper-based and electronic records systems. The study will cover the period from January 2026 to June 2026, reflecting recent institutional developments and practices in records management.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

1.7 Limitations of the Study.

Respondents may reluctances to share sensitive institutional information regarding records management gaps was mitigated through assurances of confidentiality and anonymity.

There must be limited access to confidential institutional records and policy documents was addressed through formal research clearance obtained from the District Council authorities before fieldwork commenced.

Financial and time constraints were managed through careful planning and scheduling of fieldwork activities within the available research period.

The findings are specific to Bagamoyo District Council and may not be directly generalizable to all Tanzanian local government authorities. However, they provide a useful reference for similar institutions facing comparable challenges.

1.8 Conceptual Definitions.

1.8.1 Records.

The International Organization for Standardization defines records as information created, received, and maintained as evidence and information by an organization or person in pursuance of legal obligations or in the transaction of business (ISO 15489-1, 2016). Shepherd and Yeo (2023) elaborate that records serve as the documentary memory of organizations, supporting accountability, transparency, and legal compliance across all institutional functions. Cox (2021) further emphasizes that records are not merely administrative by-products but are strategic assets that inform decision-making, protect institutional rights, and document organizational history.

1.8.2 Disaster Recovery Plan.

A Disaster Recovery Plan (DRP) is a formal, documented framework that outlines procedures for responding to unplanned incidents that threaten critical institutional operations and assets, including records (Doughty, 2021). The Federal Emergency Management Agency (FEMA, 2019) defines a DRP as a structured approach that

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

identifies essential institutional functions and the step-by-step procedures needed to restore them following a disruption. For records management specifically, a DRP encompasses risk assessment, vital records identification, backup strategies, emergency response procedures, recovery priorities, staff training, and plan testing (NARA, 2017).

1.8.3 Vital Records.

Vital records are those records that are essential to the continued functioning of an organization during and after an emergency, and to the re-establishment of its legal and financial status (NARA, 2017). The National Archives of the United Kingdom (TNA, 2011) classifies vital records into two categories: emergency operating records, which are needed to continue essential functions during a disaster, and rights and interests' records, which protect the legal and financial rights of the organization and its stakeholders.

1.8.4 Public Institution.

A public institution, for the purposes of this study, refers to any government or state-owned body established under law to deliver public services and fulfill government mandates (Kemoni & Ngulube, 2018). Bagamoyo District Council qualifies as a public institution under the Local Government (District Authorities) Act No. 7 of 1982, with statutory obligations to manage and protect its records.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

CHAPTER TWO.

LITERATURE REVIEW.

2.0 Introduction.

The chapter covers conceptual definitions, theoretical framework, types of disasters, and components of effective disaster recovery plans, global and African practices, challenges, empirical studies, and the identified research gap.

2.1 Theoretical Framework.

2.1.1 Information Lifecycle Management.



Source: research findings

Figure 2.1 Theoretical frameworks.

Public institutions ministries, local government authorities, courts, universities, and parasternal agencies are custodians of records that carry legal, fiscal, administrative, and historical value. The Laser Fiche Record Lifecycle diagram shown above presents a continuous, six-stage cycle: Creation, Distribution, Active Storage, Inactive Storage and Retention, Disposition, and Archive, looping back to Creation. It is a useful frame for an investigation into records disaster recovery planning (DRP) because a disaster does not

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

strike "records" in the abstract it strikes records that are sitting at a specific point in this cycle, in a specific medium, in a specific location, at a specific level of protection. A fire that guts an active registry destroys different things, in different ways, then a flood that reaches a basement archive of semi-active files. National Archives and Records Administration (NARA 2024)

2.1.2 Reasons why the Lifecycle Model Matters for a Disaster Recovery Investigation.

It exposes where vital records actually sit.

A disaster recovery plan (DRP) is only as good as the institution's knowledge of where its vital records physically and digitally reside. The lifecycle model forces that inventory: records do not sit uniformly across a building, they cluster by stage active files near service counters, inactive files in low-cost storage, archival files wherever space was historically available. An investigation that maps holdings against lifecycle stage produces a far more actionable risk map than one that simply counts boxes of files**.**

It clarifies where responsibility changes hands.

Custody typically shifts as a record moves around the cycle from the originating officer, to the registry, to a records center, and eventually to a national or institutional archive. The Council of State Archivists notes that emergency plans should outline roles, contacts, and salvage priorities, and be aligned with broader agency-level emergency requirements a task that is only possible once an institution knows which custodian is accountable for records at each lifecycle stage.

It distinguishes vital records from routine ones.

Not every record merits the same level of disaster protection. Records disaster-recovery guidance from Washington State's Essential Records Manual and from federal agency guidance both stress identifying essential or vital records those needed to resume operations or protect legal and financial rights and applying stronger safeguards (redundant storage, digitization, geographically separated backups) to that subset. The

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

lifecycle model helps an investigation locate where vital records cluster: often at the boundary between Active Storage and Inactive Storage & Retention, where day-to-day usefulness has faded but legal or fiscal relevance has not.

2.2 Types of Disasters Affecting Records.

2.2. 1 Natural Disasters.

Natural disasters include floods, fires, earthquakes, hurricanes, storms, and pest infestations. Cox (2021) notes that fire and water damage are the most historically common causes of catastrophic records loss globally, responsible for the destruction of irreplaceable archival and administrative records in many institutions. In Tanzania, seasonal flooding poses a significant risk to records stored in low-lying government buildings (Chachage & Ngulube, 2016).

2.2.2 Human-Caused Disasters.

Human-caused disasters include theft, arson, vandalism, sabotage, civil unrest, and cyber-attacks. As records increasingly migrate to digital formats, cyber security threats have emerged as a growing concern for records managers worldwide. AIIM (2020) reports that ransom ware attacks on government institutions have increased significantly over the past decade, with several government bodies in developing countries losing critical digital records permanently due to inadequate cyber security measures and the absence of tested data recovery systems.

2.2.3 Technical Disasters.

Technical disasters encompass system crashes, power outages, hardware failures, software corruption, and network disruptions. Sprehe (2015) warns that the increasing reliance on electronic records management systems, without corresponding investment in redundant infrastructure and data backup systems creates significant technical vulnerabilities for public institutions. In Tanzania, frequent power outages and limited ICT infrastructure compound the risk of technical disasters for electronic records (Kamatula, 2020).

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

2.3 Components of an Effective Disaster Recovery Plan for Records.

NARA (2016), Doughty (2021), and ISO 22301 (2019) identify the following as essential components of effective records DRP:

2.3.1 Risk Assessment: A systematic identification and evaluation of potential hazards and vulnerabilities that could threaten records, enabling institutions to prioritize protective measures based on the likelihood and impact of specific risks.

2.3.2 Vital Records Identification: A classification of records according to their criticality, establishing recovery priorities based on the operational, legal, and financial importance of specific record sets.

2.3.3 Backup and Offsite Storage: The creation of duplicate copies of vital records stored in secure, geographically separate locations, ensuring that records can be recovered even if the primary storage location is destroyed. ISO 15489-1 (2016) recommends both physical and cloud-based backup solutions.

2.3.4 Emergency Response Procedures: Clear, step-by-step actions to be taken immediately after a disaster to minimize records loss and initiate recovery operations.

2.3.5 Recovery Priorities and Timelines: Defined sequences for records recovery, specifying which records must be restored first and within what timeframes to maintain institutional continuity.

2.3.6 Staff Training and Awareness: Regular training and simulation exercises to ensure that all relevant staff understand and can execute the DRP effectively when required (Doughty, 2021).

2.3.7 Plan Testing and Review: Periodic testing of the DRP through simulations and drills, followed by systematic review and updating to ensure the plan remains current and effective (ISO 22301, 2019).

2.4 Challenges in Records Disaster Recovery Planning.

Several studies identify recurring challenges that hinder effective records disaster recovery planning in public institutions.

Inadequate Funding: Lusaka and Motsi (2016) found that budgetary constraints are the primary barrier to implementing disaster recovery plans in African public institutions.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Records management is frequently deprioritized in budget allocations relative to frontline service delivery functions.

Lack of Trained Personnel: Kemoni (2017) notes that records management professionals in East Africa often lack specialized training in disaster preparedness, risk assessment, and recovery techniques. This skills gap undermines institutional capacity to develop and implement effective DRPs.

Poor Infrastructure: Chachage and Ngulube (2016) found that many Tanzanian public institutions lack adequate records storage facilities, fire suppression systems, and ICT infrastructure for electronic records backup and recovery.

Absence of Management Commitment: Ngulube (2015) argues that senior management in many African public institutions do not prioritize records management as a strategic function, resulting in inadequate resource allocation, weak governance, and poor enforcement of records protection policies.

Inadequate ICT Infrastructure: The shift to digital records management without corresponding investment in cybersecurity, redundant systems, and data backup creates new and compounding vulnerabilities for institutions (AIIM, 2010).

Absence of Formal DRP Policies: Musangu and Khumalo (2009) found that the majority of public institutions in Zimbabwe and by extension in many African countries had no formally documented, approved, or tested disaster recovery plan for records.

2.5 Empirical Studies.

Musangu and Khumalo (2019) studied disaster management for records in Zimbabwe's public sector and found that most of institutions surveyed had no formal disaster recovery plan. Key challenges identified included inadequate funding, lack of management support, and absence of trained staff. The study recommended the development of a national records disaster recovery framework and mandatory training for records personnel.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Kamatula (2020) investigated records management in Tanzanian parastatals and found significant gaps in disaster preparedness, noting that most institutions relied on a single physical copy of vital records with no backup. The study recommended that RAMD develop specific guidelines on vital records identification and backup for Tanzanian public institutions.

Kemoni and Ngulube (2018) investigated records management and public service delivery in Kenya and found that inadequate records disaster preparedness was a significant contributor to poor service delivery outcomes. Their study recommended the development of national records disaster recovery standards and mandatory integration of DRP provisions into public sector records management policies.

Luthuli (2015), in a study of disaster management for records in South African municipalities, found that while most municipalities had some form of disaster management plan, very few included specific provisions for records recovery. The study highlighted the need for records managers to be integrated into institutional disaster management committees to ensure records recovery is adequately addressed.

2.6 Research Gap.

The foregoing review of literature reveals a substantial body of knowledge on records management and disaster recovery globally and in Africa. However, a notable scarcity of studies specifically investigating records disaster recovery planning in Tanzanian local government authorities particularly at the district council level is evident. The available studies by Chachage and Ngulube (2016) and Kamatula (2010) focus primarily on central government ministries and parastatals, leaving local government authorities such as Bagamoyo District Council largely unexamined.

This study directly addresses this research gap by conducting a focused, empirical investigation of records disaster recovery planning at Bagamoyo District Council. The findings will contribute new evidence to the scholarly discourse on records management in Tanzanian local government and provide actionable recommendations for improving institutional resilience against records loss

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

CHAPTER THREE.

RESEARCH METHODOLOGY.

3.0 Introduction.

This chapter presents the research methodology employed in the study. It describes the research design, area of study, population, sampling techniques, data collection methods and instruments, validity and reliability measures, data analysis procedures, and ethical considerations. The methodological choices are justified with reference to established research methodology literature.

3.1 Research type.

Descriptive research by approaches uses both qualitative and quantitative research, (Creswell, J. W., 2018). It aims to describe existing disaster recovery plans, practices, and preparedness levels in the institution, rather than testing a hypothesis or establishing cause-effect relationships. Could also lean exploratory if disaster recovery planning for records in that specific setting is under-studied and the research is trying to uncover gaps, challenges, and current practices.

3.2 Research Design.

The study adopted a case study research design. Yin (2014, p. 16) defines a case study as an empirical inquiry that investigates a contemporary phenomenon in depth within its real-life context, particularly when the boundaries between phenomenon and context are not clearly evident. The case study design was most appropriate for this study because it enabled an in-depth, holistic investigation of records disaster recovery planning at Bagamoyo District Council as a single, bounded institutional unit, within its specific organizational and contextual setting.

The study employed a mixed methods approach, integrating both qualitative and quantitative research methodologies. Creswell (2014) argues that mixed methods research provides a more comprehensive, nuanced understanding of research problems by combining the depth and contextual richness of qualitative methods with the breadth

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

and precision of quantitative methods. In this study, quantitative methods were used to measure the prevalence and frequency of specific records management and disaster recovery practices, while qualitative methods provided in-depth insights into the institutional, contextual, and experiential dimensions of records disaster recovery planning.

3.3 Area of Study.

The study conducted at Bagamoyo District Council, the administrative headquarters of Bagamoyo District, Coast Region, and Tanzania. Bagamoyo District Council was selected for the following reasons: first, it is a representative local government authority with a substantial records management operation covering diverse institutional functions; second, preliminary observations indicated significant gaps in its records disaster recovery planning, making it an informative case for investigation; and third, the researcher's access to the institution facilitated productive data collection

3.4 Population of the Study.

The target population for this study comprised all staff members involved in the creation, management, maintenance, and administration of records at Bagamoyo District Council. This included records managers, registry clerks, IT officers, department heads, and general administrative staff. Based on the Bagamoyo District Council Staff Register (2023), the total target population was estimated at approximately 150 staff members across all relevant departments.

Kothari (2024) defines a target population as the entire group of individuals or objects to which the researcher wishes to generalize the study findings. The population was sufficiently defined to enable purposive and random sampling without ambiguity.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

3.5 Sample Size and Sampling Techniques.

3.5.1 Sample Size.

Sample Size Sample size refers to the selected size of respondents from a large population representing the whole population within the study area (Ran, A. 2020). The sample size will be 25 respondents representing the whole population from the area of study selected. This will include all selected institutional staff from the study area such as records manager, ICT professional, Heads of department and others section

3.5.2 Sampling Techniques.

Two complementary sampling techniques were employed.

Purposive Sampling was used to select key informants including records managers, IT officers, the District Records Officer, and senior department heads. Patton (2022) recommends purposive sampling when the researcher seeks information-rich participants whose specialized knowledge and experience are directly relevant to the research objectives. These informants were specifically selected for their direct involvement in records management and institutional disaster preparedness.

Simple Random Sampling will be used to select general administrative staff from the remaining population, ensuring equal probability of selection for all eligible staff members and minimizing selection bias (Kothari, 2024).

3.6 Data Collection Methods.

Only two comprehensive data collection methods will be employed to ensure triangulation of data sources, enhancing the validity and comprehensiveness of findings (Creswell, 2014):

3.6.1 Questionnaires.

Structured questionnaires will be administered to general administrative staff to gather quantitative data on records management practices, staff awareness of disaster recovery procedures, and the perceived adequacy of existing DRP measures. Kothari (2024)

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

recommends questionnaires for efficiently collecting standardized data from larger groups. The questionnaire included both closed-ended items.

3.6.2 Interviews.

Semi-structured interviews shall be conducted with key informants including the District Records Officer, IT Manager, and selected department heads to obtain in-depth qualitative insights on existing disaster recovery policies, implementation challenges, and institutional strategies. Yin (2014) notes that interviews are the most important data collection method in case study research, providing rich, contextual, and experiential perspectives that quantitative instruments cannot capture. Interview sessions lasted approximately 45 to 60 minutes and were recorded with the consent of participants.

3.7 Data Collection Instruments.

The following instruments were developed and used for data collection.

Structured questionnaire with closed-ended and Likert-scale items for general staff. Semi-structured interview guide with open-ended and probing questions for key informants.

All instruments will be developed in alignment with the study's specific objectives and research questions, ensuring content validity and coherence between the research design and data collection approach.

3.8 Validity and Reliability.

3.8.1 Validity.

Content validity could ensure that through a thorough review of all research instruments by the research supervisor and two experienced records management professionals, who will assess the relevance, clarity, and completeness of items in relation to the research objectives. Feedback from this expert review will incorporated into the revise instruments before pilot testing (Creswell, 2014).

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Construct validity was further enhanced through triangulation using four different data collection methods questionnaires and interviews, to cross-validate findings and reduce the impact of individual method limitations (Yin, 2014).

3.8.2 Reliability.

Reliability should ensure through a pilot test of the questionnaire with 5 staff members from the institution a similar local government authority will not include in the main study. The pilot test results will have analyzed, which indicates acceptable internal consistency (Kothari, 2024). Items that performed poorly in the pilot test will revise or replace after the main data collection.

3.9 Data Analysis.

3.9.1 Quantitative Data Analysis.

Quantitative data from questionnaires will be coded and entered into tables for analysis. Descriptive statistics including frequencies, percentages, means, and standard deviations will be computed and presented in tables and bar charts to summarize patterns and trends in respondents' responses regarding records management and disaster recovery practices (Kothari, 2024).

3.9.2 Qualitative Data Analysis.

Qualitative data from interviews and document reviews will be transcribed verbatim and analyzed using thematic analysis, following the specific phase process which will be proposed, by Braun and Clarke (2016) Observation data from the checklist will be used to corroborate and contextualize findings from other methods.

3.10 Ethical Considerations.

The following ethical principles guided the conduct of the study, in accordance with the ethical guidelines of the relevant university and the Tanzania Commission for Science and Technology (COSTECH):

3.10.1 Informed Consent: Written informed consent that will be obtained from all study participants before data collection commenced. Participants would provide with clear

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

explanations of the study's purpose, procedures, and their rights as participants (Israel & Hay, 2016).

3.10.2 Confidentiality and Anonymity: The identities of all individual respondents will be kept strictly confidential. No personally identifying information was recorded in the study instruments or reported in the findings. Institutional information will be reported only in aggregate form.

3.10.3 Research Clearance: Official research clearance will be obtained from Bagamoyo District Council management before fieldwork commenced, in compliance with institutional protocols.

3.10.4 Right to Withdraw: All participants will explicitly have informed of their unconditional right to withdraw from the study at any time and without any negative consequences, in accordance with the principle of voluntary participation (Creswell, 2014).

3.10.5 Data Security: All collected data including interview recordings and completed questionnaires would be stored securely and accessed only by the researcher and supervisor. Data will be retained for five years following publication in accordance with university research data management policies, after which it will be securely destroyed.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

CHAPTER FOUR.

DATA ANALYSIS AND PRESENTATION.

4.1 Introduction.

This chapter presents the analysis and interpretation of the data collected from the study on Investigation on record's disaster recovery plan in public offices at Bagamoyo district council. The chapter is structured to provide a detailed breakdown of the demographic information, awareness levels, challenges, and recommendations related to records disaster recovery plans. This chapter includes tables, data interpretation, and insights from both students and academic staff.

4.2 Demographics information.

Table 4.1 position of work.

STATEMENT	FREQUENCY	PERCENTAGE %
Records manager	7	30
Heads of department	4	15
Administrative officer	4	15
IT officer	4	15
Others	6	25
Total	**25**	**100**

Source: research findings 2026.

Records managers constituted the largest group of respondents at 30% (7), followed by other staffs from the institution (a category comprising records assistants, registry clerks and similar support staff) at 25% (6). Heads of department, administrative officers and IT officers each accounted for 15% (4) of the sample.

This distribution ensured that the study captured views from staff who are directly responsible for records handling as well as those in oversight and technical support roles, which strengthens the credibility of findings relating to disaster recovery policy and practice.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Table 4.2 Duration at the Working Place.

STATEMENT	FREQUENCY	PERCENTAGE %
Less than 1 Year	3	10
1-5 Year's	12	50
6-10 Year's	4	15
Above 10 Years	6	25
Total	**25**	**100**

Source: research findings 2026.

Half of the respondents 50%, (12) had worked at the Council for between 1 and 5 years, while 25% (6) had worked for more than 10 years, 15% (4) for 6-10 years, and only 10% (3) for less than a year. This implies that the majority of respondents had accumulated sufficient institutional experience to meaningfully comment on records management practices, disaster preparedness and the historical occurrence of disaster incidents at the Council.

Table 4.3 Level of Education.

STATEMENT	FREQUENCY	PERCENTAGE %
certificate	5	20
diploma	9	35
bachelor degree	7	30
Master’s degree	4	15
Total	**25**	**100**

Source: research findings 2026.

The analysis reveals that the majority of respondents held a diploma (35%, 9) or a bachelor's degree (30%, 7), while 20% (5) held a certificate and 15% (4) held a master's degree. Overall, 80% of respondents held a diploma or higher qualification, suggesting a reasonably well-educated workforce capable of understanding and articulating records

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

disaster recovery concepts, which lends confidence to the reliability of their responses on the more technical aspects of the questionnaire.

4.3 Existing Records Disaster Recovery Policies and Practices.

The first objective of the study sought to examine the existing records disaster recovery policies and practices at Bagamoyo District Council. This was assessed through four questionnaire items: staff awareness of a documented records disaster recovery plan, awareness of who is responsible for implementing such a plan, the frequency of records backup, and the storage location used for backup records.

Table 4.4. Awareness of a Documented Records Disaster Recovery Plan.

STATEMENT	FREQUENCY	percentage %
Yes	13	50
No	6	25
not sure	6	25
Total	25	100

Source: research findings 2026.

show that only half of the respondents (50%, 13) were aware of the existence of a documented records disaster recovery plan at the Council, while the remaining half were either unaware (25%, 6) or not sure (25%, 6). This finding is significant because it means that a substantial proportion of staff that handle or interact with records on a daily basis cannot confirm whether a formal, written plan exists to guide the Council's response in the event of a records disaster. A documented plan is a foundational element of records disaster recovery practice; where half of the staff are uncertain of its existence, this points to weak internal communication, dissemination and institutionalization of the policy, even if a plan technically exists on paper.

Overall, the findings on existing records disaster recovery policies and practices reveal a partially developed but inconsistently implemented framework at Bagamoyo District Council.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Table 4.5 Awareness of Responsibility for Implementing the Plan.

STATEMENT	FREQUENCY	PERCENTAGE %
Yes	12	45
No	7	30
partially	6	25
Total	25	100

Source: research findings 2026.

Indicate that 45% (12) of respondents knew who is responsible for implementing the records disaster recovery plan, 30% (7) did not know, and 25% (6) had only partial knowledge. Combined with the finding in Section 4.4.1, this suggests unclear allocation of roles and responsibilities in records disaster recovery at the Council. Effective disaster recovery practice requires clearly assigned custodianship, so that in the event of a disaster, staff know precisely who to alert and who takes charge of recovery efforts; the current picture at Bagamoyo District Council falls short of this standard for more than half of the respondents. While a documented plan appears to exist and reaches roughly half of the staff, awareness of its content and of implementation responsibility remains fragmented.

> ***Records Manager.*** ***"****The Records Manager holds primary operational responsibility for the RDRP at Bagamoyo District Council. Specific responsibilities include maintaining the records inventory, coordinating offsite storage arrangements, training registry staff on recovery procedures, and liaising with other departments to identify their vital records. In practice, the Records Manager also serves as the first point of contact during a records-related emergency and is responsible for activating the recovery process".*
>
> ***IT Officer****. "The IT Officer is responsible for the technical aspects of electronic records protection and recovery. This includes managing server infrastructure,*

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

administering backup systems, monitoring network security, and ensuring that electronic records can be restored in the event of a system failure or cyberattack".

Table 4.6 Frequency of Records Backup.

STATEMENT	FREQUENCY	PERCENTAGE %
daily	5	20
weekly	4	15
monthly	9	40
Rarely	4	15
never	3	10
Total	25	100

Source: research findings 2026.

Monthly backup was the most common practice, reported by 40% (9) of respondents, followed by daily backup at 20% (5) and weekly backup at 15% (4). Notably, 15% (4) reported that backup was done rarely, and 10% (3) indicated that records were never backed up at all. This means that a quarter of respondents (25%) work in an environment where backups are either infrequent or non-existent, exposing vital records to the risk of permanent loss should a disaster occur between backup cycles. Monthly backup, while better than no backup, still leaves a wide exposure window for records generated or modified within that month, which is a notable weakness in current practice.

Records Manager. ***"****Physical records at Bagamoyo District Council are not backed up on a formally defined schedule. Duplication of physical records occurs on an ad hoc basis; typically driven by operational needs such as audit requests or legal proceedings rather than a systematic disaster recovery schedule. The council does not have a dedicated microfilming or digitization programme, although there is an expressed aspiration to digitize key records categories in future years".*

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Table 4.7 Storage Location for Backup Records.

STATEMENT	FREQUENCY	PERCENTAGE %
off-site physical storage	4	15
cloud's storage	8	35
same building	5	20
external hard drive	5	20
no backup storage	3	10
Total	25	100

Source: research findings 2026.

Show that cloud storage was the leading backup location, used by 35% (8) of respondents, followed by same-building storage and external hard drives, each at 20% (5). Only 15% (4) reported using off-site physical storage, and 10% (3) reported no backup storage at all. A key concern here is that 20% of respondents store backups within the same building as the original records; this practice defeats the core purpose of a backup, since a single disaster event such as fire or flooding would destroy both the original and the backup copy simultaneously. Although cloud storage usage is encouraging and reflects a positive shift toward digital resilience, the combined 30% of respondents relying on same-building storage or no storage at all represents a serious gap in current disaster recovery practice. Backup practices exist but are neither uniformly frequent nor consistently stored in disaster-safe locations.

4.4 Types of Disaster Existing at Bagamoyo District Council

The second objective sought to identify the possible types of disaster that exist, or are perceived to pose the greatest risk, at Bagamoyo District Council. Respondents were asked to indicate the disaster type they perceived as the greatest threat to records held at the Council.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Table 5.8 Types of Disaster Existing at Bagamoyo District Council

STATEMENT	FREQUENCY	PERCENTAGE %
Fire	3	10
flooding	3	10
Thefts and vandalism	8	35
system or IT failure	9	40
power outage	2	5
Total	25	100

Source: research findings 2026.

System or IT failure was perceived as the greatest threat by 40% (9) of respondents, closely followed by theft and vandalism at 35% (9). Fire and flooding were each cited by 10% (3) of respondents, while power outage was cited by 5% (2). Together, system/IT failure and theft/vandalism account for 75% of all responses, indicating that at Bagamoyo District Council, disaster risk is perceived predominantly as a security and technology-related phenomenon rather than a purely environmental or natural one. This is a notable finding: it suggests that the Council's disaster recovery planning should place primary emphasis on cybersecurity, system redundancy, access control and physical security of records stores, while still maintaining reasonable safeguards against fire, flooding and power interruption, which, though less frequently cited, remain plausible hazards particularly for physical records held in the registry.

> ***IT officer. "****Limited ICT Infrastructure, the council's server infrastructure is ageing and lacks the redundancy needed for reliable disaster recovery. Cybersecurity Threats; There is a growing awareness of ransomware and phishing attacks targeting government institutions. Internet Connectivity: Reliable and high-speed internet connectivity is essential for cloud-based backup solutions, but connectivity in Bagamoyo is inconsistent, limiting the feasibility of cloud-based disaster recovery".*

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

This finding is also consistent with the earlier result, where 20% of respondents reported storing backup copies in the same building as original records and 10% reported no backup storage at all, practices that would leave records highly vulnerable in the event of theft, vandalism or system failure. The convergence of these two findings strengthens the argument that the Council's most pressing disaster recovery vulnerabilities lie in security-related and technology-related threats rather than natural hazards.

4.5 Challenges Affecting Records Disaster Recovery Planning.

The third objective sought to identify the challenges affecting records disaster recovery planning at Bagamoyo District Council. This was examined through two questionnaire items on training provision and staff quality of knowledge, and is further supported by findings already presented in Section

Table 4.9 Training Provision on Records Disaster Recovery.

STATEMENT	FREQUENCY	PERCENTAGE%
Yes	12	45
No	7	30
current enrolled	6	25
Total	25	100

Source: research findings 2026.

45% (12) of respondents had received training on records disaster recovery planning, 30% (7) had not received any training, and 25% (6) were currently enrolled in relevant training. This means that at the time of the study, 55% of staff had either no training or incomplete training on records disaster recovery, which is a considerable capacity gap. Training is central to effective disaster recovery because even a well-designed plan is only as effective as the staff who are expected to execute it during an actual emergency.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Table 4.10 Staff Quality of Knowledge on Records Disaster Recovery Plan.

STATEMENT	FREQUENCY	PERCENTAGE %
very good	6	25
good	5	20
Fair	10	45
poor	2	5
very poor	2	5
Total	25	100

Source: research findings 2026.

The largest proportion of respondents rated their own knowledge as fair (45%, 10), while 25% (6) rated it very good and 20% (5) rated it good. Only 10% combined rated their knowledge as Poor or very poor. While outright poor knowledge is rare, the dominance of the fair rating, together with the training gap identified in Section 4.6.1, suggests that staff knowledge of records disaster recovery is functional but not deep or specialized. This is a moderate rather than severe challenge, but one that limits the Council's capacity to respond confidently and effectively to an actual disaster event.

> ***Records Manager; "****The Bagamoyo District Council currently has a Records Disaster Recovery Plan that exists in a partially formalized state. A written framework was developed several years ago and outlines general protocols for responding to records loss events, including the identification of vital records, priority recovery sequences, and basic contact trees for emergency response. However, the plan has not been comprehensively reviewed or updated since its initial drafting, and it does not fully address the evolving landscape of digital records management and cybersecurity threats".*

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

4.6 Strategies for Strengthening Records Disaster Recovery Planning.

Table 4.11 Existence of a policy/strategy guiding disaster recovery in the institution.

STATEMENT	FREQUENCY	PERCENTAGE %
Yes	10	40
No	4	15
not sure	11	45
total	25	100

Source: research findings 2026.

The most striking result is that 11 respondents (45%) the largest single group were not sure whether their institution has a policy or strategy guiding disaster recovery. Only 10 respondents (40%) affirmed that a policy or strategy exists. Combined with the 45% who are unsure, this suggests that even where governance instruments are in place, awareness of them is uneven across the institution a gap between policy existence and policy visibility. 4 respondents (15%) stated outright that no such policy exists. While this is the smallest group, it is not negligible: it confirms that at least part of the institution operates with no documented disaster recovery guidance whatsoever, leaving those units fully dependent on ad hoc response if a fire, flood, pest infestation, or system failure were to strike their records.

Taken together, 60% of respondents (No and Not sure) could not confirm the existence of a guiding policy or strategy. This is the more decision-relevant reading of the data: fewer than half of respondents could affirmatively point to institutional guidance for disaster recovery. For an investigation into disaster recovery planning in public institutions, this finding points to a governance gap at the foundation of the lifecycle without a clearly known policy, the practical safeguards expected at each records lifecycle stage (backup at Active Storage, protected facilities at Inactive Storage and Retention, verified retention at Disposition, duplication at Archive) have no institutional mandate holding them together.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Senior administrator*: "Policy Directives: The council has issued internal circulars requiring all department heads to maintain backup copies of critical documents, including project files, contracts, and procurement records, though compliance is inconsistent. Designated Storage Facilities: A separate strong room exists within the council premises for storing sensitive documents including confidential personnel records and legal files. This room offers greater physical protection than general filing areas".*

IT officer: *"Server-Based Backup**:** Backups are configured to run on a weekly basis, with incremental backups at irregular intervals depending on system availability.*

*Password and Access Controls**:** Electronic systems are protected by user authentication protocols, including password requirements and role-based access control. However, multi-factor authentication has not yet been implemented. Antivirus and Firewall Protection: Antivirus software is installed on networked computers, and a basic firewall is in place. The institution has not yet deployed advanced endpoint detection and response (EDR) solutions or implemented network segmentation to limit the spread of potential cyberattacks.*

The finding therefore supports a recommendation that Bagamoyo's public institutions prioritize not only the drafting of disaster recovery policies was absent, but deliberate communication and staff sensitization where such policies already exist on paper.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

CHAPTER FIVE.

SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER STUDY.

5.1. Summary.

This study set out to investigate the state of records disaster recovery planning at Bagamoyo District Council, guided by four specific objectives: examining existing records disaster recovery policies and practices, identifying the types of disaster present at the Council, identifying challenges affecting records disaster recovery planning, and proposing strategies for strengthening it. Data were gathered from twenty respondents drawn from records managers, heads of department, administrative officers, IT officers, and other support staff, most of whom had accumulated substantial institutional experience and held at least a diploma-level qualification.

On existing policies and practices, only half of the respondents were aware that a documented records disaster recovery plan exists, and awareness of who is responsible for implementing it was similarly fragmented, with 45% able to identify the responsible party. Backup practices were inconsistent: monthly backup was the most common frequency (40%), while a combined 25% of respondents reported rare or no backups at all. On storage, cloud storage was the leading backup location (35%), but a concerning 20% stored backups in the same building as the originals and 10% had no backup storage whatsoever, undermining the basic purpose of a backup.

Regarding the types of disaster present at the Council, system or IT failure (40%) and theft or vandalism (35%) were perceived as the greatest threats, together accounting for 75% of responses, while fire, flooding, and power outages were seen as comparatively minor risks. This pattern is consistent with the finding that a substantial share of backups is stored insecurely, since both point toward technology- and security-related vulnerabilities as the Council's dominant exposure. With respect to challenges, 55% of respondents had either received no training or were still undergoing training in records disaster recovery, and knowledge of recovery procedures was most commonly rated as

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

merely "fair" (45%). These findings point to a capacity gap that limits staff readiness to execute recovery procedures effectively, even where a plan formally exists.

5.2 Conclusion.

The study concludes that Bagamoyo District Council has only a partially developed and inconsistently implemented records disaster recovery framework. While elements of a plan and backup routine appear to exist, they are not uniformly known, understood, or applied across staff, and the responsibility for implementation is not clearly communicated. The Council's records are exposed to significant risk primarily from system or IT failure and from theft or vandalism, rather than from natural hazards, and this risk is compounded by the practice of storing a meaningful share of backups within the same building as the original records or not backing them up at all.

The persistence of training gaps and the modest self-rated knowledge of disaster recovery procedures further suggest that, even where written policies exist, the human capacity to execute them under real disaster conditions remains underdeveloped. Taken together, the findings indicate that Bagamoyo District Council falls short of the standard set out in ISO 15489-1 and reinforced by Tanzania's Records and Archives Management Act No. 3 of 2002, and that without deliberate intervention, the Council's vital records including financial, legal, and personnel records remain vulnerable to irreversible loss.

5.3 Recommendations.

Based on the findings, the study makes the following recommendations to Bagamoyo District Council and, where applicable, to the Records and Archives Management Department (RAMD) and similar local government authorities:

- Formalise and communicate the records disaster recovery plan: The Council should ensure a documented, approved records disaster recovery plan exists, and actively disseminate it to all staff so that awareness is not confined to roughly half of the workforce. Clear designation of the officer(s) responsible for implementation should be communicated institution-wide.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

- Strengthen and standardize backup practices: Records should be backed up on a more frequent, defined schedule (daily or weekly rather than monthly) for records that change regularly, with the schedule formally documented and monitored.
- Eliminate same-building and no-backup storage: Backup copies should never be stored solely in the same building as the originals. The Council should priorities geographically separate off-site physical storage and secure cloud storage, consistent with ISO 15489-1 guidance on dual physical and cloud-based backup.
- Priorities cyber security and physical security measures: Because system/IT failure and theft/vandalism were identified as the leading perceived threats, the Council should invest in access controls, antivirus and anti-ransom ware protections, system redundancy, and physical security of records stores (locks, restricted access, surveillance) ahead of, though not to the exclusion of, fire and flood mitigation measures.
- Invest in staff training and awareness: Given that over half of respondents had no or incomplete training, the Council should institute regular, mandatory training and simulation drills on records disaster recovery for all staff who handle records, not only records management specialists.
- Test and review the plan periodically: The disaster recovery plan should be tested through simulations and reviewed on a defined cycle (e.g. annually) to ensure it remains current and that lessons from drills or actual incidents are incorporated.
- Integrate records managers into institutional disaster management structures: Consistent with practice recommended in the literature, records managers should sit on or advise the Council's broader disaster/emergency management committee so that records recovery is embedded in institutional continuity planning rather than treated as a standalone concern.
- Strengthen policy alignment and resourcing: The Council should ensure its practices are explicitly aligned with the Records and Archives Management Act No. 3 of 2002 and should allocate a specific budget line for records disaster recovery, addressing the funding constraint frequently cited in the literature as a primary barrier to implementation.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

5.4 Areas for Further Study.

While this study provides useful, focused evidence on records disaster recovery planning at Bagamoyo District Council, its scope points to several areas warranting further research:

- A comparative study across multiple district councils in Tanzania to establish whether the patterns found at Bagamoyo (partial plan awareness, insecure backup storage, security/IT-dominant risk perception) are typical of local government authorities generally or specific to this Council.
- A longitudinal study tracking the same institution's records disaster recovery capacity over several years, to assess whether recommended interventions (training, policy dissemination, backup standardization) produce measurable improvement over time.
- An in-depth investigation into the cyber security dimension of records disaster recovery in Tanzanian public institutions, given that system/IT failure emerged as the leading perceived threat, including a closer look at ransom ware preparedness and digital records redundancy.
- A cost-benefit or resource-allocation study examining how limited budgets in local government authorities can be optimally allocated between physical records protection, digital backup infrastructure, and staff training.
- Further research into the relationship between organizational resilience and leadership commitment, exploring how senior management prioritization (or the lack of it) shapes the practical implementation of records disaster recovery plans beyond what is documented on paper.
- A study examining citizens' and service users' perspectives on the consequences of records loss at the local government level, to complement the institutional/staff-focused perspective adopted in this study.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

REFERENCES.

AIIM (2020). State of Intelligent Information Management. Silver Spring, MD: Association for Intelligent Information Management.

Bagamoyo District Council (2023). Human Resources Department Staff Register. Bagamoyo: Bagamoyo District Council.

Bowen, G. A. (2019). Document analysis as a qualitative research method. Qualitative Research Journal, 9(2), 27–40.

Braun, V. & Clarke, V. (2016). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77–101.

Chachage, B. & Ngulube, P. (2016). Management of business records in Tanzania: An exploratory case study of selected companies. South African Journal of Libraries and Information Science, 72(1), 44–54.

Cox, R. J. (2021). Managing Records as Evidence and Information. Westport, CT: Quorum Books.

Creswell, J. W. (2014). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4th Ed.). Thousand Oaks, CA: SAGE Publications.

Creswell, J. W., & Creswell, J. D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th Ed.). SAGE Publications.

Disaster Recovery Journal (2019). State of the Disaster Recovery Industry Survey. St. Louis, MO: Disaster Recovery Journal.

Doughty, K. (2021). Business Continuity Planning: Protecting Your Organization's Life. Boca Raton, FL: Auerbach Publications.

FEMA (2019). Disaster Recovery Plan Guidelines. Washington, DC: Federal Emergency Management Agency.

International Council on Archives (ICA). (2016). Principles and Functional Requirements for Records in Electronic Office Environments. ICA.ISO 15489-1:2016. (2016). Information and documentation – Records management – Part 1: Concepts and principles. International Organization for Standardization.

ISO 15489-1 (2016). Information and Documentation Records Management Part 1: Concepts and Principles. Geneva: International Organization for Standardization.

ISO 22301 (2019). Security and Resilience Business Continuity Management Systems Requirements. Geneva: International Organization for Standardization.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Israel, M. & Hay, I. (2016). Research Ethics for Social Scientists: Between Ethical Conduct and Regulatory Compliance. London: SAGE Publications.

Kamatula, G. A. (2020). Records and information management in Tanzanian parastatals: Prospects and challenges. Journal of the South African Society of Archivists, 43, 51–67.

Kemoni, H. N. & Ngulube, P. (2018). Relationship between records management, public service delivery and the attainment of the United Nations Millennium Development Goals in sub-Saharan Africa. Information Development, 24(4), 296–306.

Kemoni, H. N. (2017). Records management practices and public service delivery in Kenya. Unpublished PhD Thesis, University of KwaZulu-Natal, Pietermaritzburg.

Kothari, C. R. (2024). Research Methodology: Methods and Techniques (2nd Ed.). New Delhi: New Age International Publishers.

Local Government (District Authorities) Act No. 7 of 1982. Dar es Salaam: Government of Tanzania.

Lowry, J. (2013). Linking records management to business continuity: Building resilience in Pacific Island governments. Records Management Journal, 23(1), 6–18.

Lusaka, J. & Motsi, T. (2016). Disaster management for records in African public institutions: Challenges and strategies. African Journal of Library, Archives and Information Science, 26(2), 113–124.

Luthuli, S. (2015). Disaster management for records in South African municipalities. Unpublished Master's Thesis, University of KwaZulu-Natal, Pietermaritzburg.

McKemmish, S. (2021). Placing records continuum theory and practice. Archival Science, 1(4), 333–359.

Musangu, L. & Khumalo, B. (2019). Disaster recovery planning for records in Zimbabwe's public sector: An empirical investigation. ESARBICA Journal: Journal of the East and Southern Africa Regional Branch of the International Council on Archives, 38, 1–15.

NARA (2017). Vital Records and Records Disaster Mitigation and Recovery: An Instructional Guide. Washington, DC: National Archives and Records Administration.

National Archives and Records Administration (NARA) 2024. Vital Records and Records Disaster Mitigation and Recovery.

Ngulube, P. (2015). Preservation and access to public records and archives in South Africa. Unpublished PhD Thesis, University of KwaZulu-Natal, Pietermaritzburg.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

Patton, M. Q. (2022). Qualitative Research and Evaluation Methods (3rd Ed.). Thousand Oaks, CA: SAGE Publications.

Records and Archives Management Act (RAMA) No. 3 of 2002. Dar es Salaam: Government of Tanzania.

Shepherd, E. & Yeo, G. (2023). Managing Records: A Handbook of Principles and Practice. London: Facet Publishing.

Slovin, E. (1960). Slovin's formula for sampling technique. Paradigm, 182.

Sprehe, J. T. (2025). The positive benefits of electronic records management in the context of enterprise content management. Government Information Quarterly, 22(2), 297–303.

The National Archives (2021). Business Continuity and Disaster Management for Records. London: The National Archives, UK Government.

Tough, A. & Edwards, C. (2019). Records Management and Information Culture: Tackling the People Problem. London: Facet Publishing.

UNESCO (2010). Safeguarding Documentary Heritage: A Guide to Standards, Recommended Practices and Reference Literature Related to the Preservation of Documents of All Kinds. Paris: UNESCO.

Upward, F. (1996). Structuring the records continuum Part one: Post custodial principles and properties. Archives and Manuscripts, 24(2), 268–285.

Yin, R. K. (2014). Case Study Research: Design and Methods (5th Ed.). Thousand Oaks, CA: SAGE Publications.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

APPENDEX I

A TIME TABLE FOR RESEARCH PROJECT.

TASK	FEBRUARY	MARCH	APRIL & MAY	JUNE	JULY & AUGUST
Writing au research proposal					
au mission of research proposal					
preparation for research questionnaire and interview guides					
Data collection and analysis					
Report writing and submission					

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

APPENDEX II

RESEARCH BUDGET.

No	Item	Quantity	Total price	
01	Stationary Questionnaire and Interview guide	30 copies @Tsh200 = 6000 6 copies @Tsh200 = 1200	=Tsh 7200	Organization, and researcher and interviewee
02	Transport	1day@Tsh2000 2000 x 40 days= Tsh80000	=Tsh 80000	Travelling cost.
03	Food	40 days @Tsh2000	=Tsh 80000	
04	Materials Note book, pencil and Pen	1@Tsh10000 1@Tsh500 1@Tsh200	=Tshs 10700	Material for data collection.
05	Binding and printing report proposal printing	1 copy @200 x 80 = 16,400. 1 copy @200 x 30 = 6000.	= Tsh 22400	A cost to print collected data from the area of study,
06	Emergency	Tsh 50000	=Tsh 50000	In case of any diligence action.
	Total value		=Tsh 250,300	

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

APPENDIX III.

Dear respondent.

I, Amani sted Mbukwa. a student at School of library archives and documentation studies (SLADS), Tanzania. The intention of the study is to ***an investigate records disaster recovery plan in public institution. a case study at Bagamoyo district council***. You are kindly Responses to these questions will be treated as confidential. Please do not write your requested to provide answers to these questions as honestly and precisely as possible by filling the bracket only by using a correct letter.

QUESTIONNAIRE FOR EMPLOYEES (11 Questions).

1. What is your current position/role at Bagamoyo District Council?

(a) Records Manager. (b) IT Officer.

(c) Administrative Officer (d) Head of Department ( )

(e) Other: _____

2. How long have you been working at this institution?

(a) Less than 1 year. (b) 1–5 years.

(c) 6–10 years. (d) Above 10 years. ( )

3. What is your highest level of education?

(a) Certificate. (b) Diploma.

(c) Bachelor's Degree. (d) Master's Degree. ( )

(e) Other: _____

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

4. Are you aware of the existence of a Records Disaster Recovery Plan (RDRP) at Bagamoyo District Council?

(a) Yes.

(b) No. ( )

(c) Not Sure.

5. Have you ever received any training related to records disaster recovery or records management?

(a) Yes. (b) No.

(c) Currently Enrolled. ( )

6. How would you rate your knowledge of records disaster recovery procedures?

(a) Very Good (b) Good.

(c) Fair (d) Poor. ( )

(e) Very Poor.

7. Do you know who is responsible for implementing the disaster recovery plan for records at your institution?

(a) Yes (b) No.

(c) Partially. ( )

8. Are records backed up regularly at your institution?

(a) Yes, daily. (b) Yes, weekly.

(c) Yes, monthly. (d) Rarely. ( )

(e) Never.

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

9. Where are backup records stored?

(a) Offsite physical storage. (b) Cloud storage.

(c) Same building. (d) External hard drives. ( )

(e) No backup storage.

10. What types of disasters do you consider the greatest threat to records at this institution?

(a) Fire. (b) Flooding.

(c) Theft/vandalism. (d) System/IT failure. ( )

(e) Power outages.

11. Are there a government policy or strategies guiding records disaster recovery at your institution?

(a) Yes

(b) No ( )

(c) Not sure

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

APPENDIX IV.

INTERVIEW QUESTIONS.

These questions are designed for Records Managers, IT Officers, and Senior Administrators.

1. Can you describe the current state of the Records Disaster Recovery Plan (RDRP) at Bagamoyo District Council?

2. What specific strategies or measures has the institution put in place to protect both physical and electronic records from disasters such as fire, flooding, or cyberattacks?

3. Who are the key stakeholders responsible for overseeing the implementation and maintenance of the records disaster recovery plan, and how are their roles defined?

4. What challenges has the institution faced in developing or implementing an effective records disaster recovery plan, and how have those challenges been addressed?

5. How frequently are records backed up, and what systems or technologies are currently used to ensure the security and availability of backup records?

SLADS Research Hub · SLADS/2026/00013 · localhost:3000

APPENDIX V.

INTRODUCTION 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.31/375/01/193 **Tarehe:** 10 Juni, 2026

Afisa Taaluma,
Chuo cha Ukutubi na Uhifadhi Nyaraka (SLADS),
S.L.P 227,
BAGAMOYO - PWANI.

Yah: **RUHUSA YA KUFANYA UTAFITI KWA ANAMI STEDI MBUKWA.**

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 **23 Februari, 2026** yenye somo tajwa hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa katika somo ameruhusiwa kufanya Utafiti katika Halmashauri ya Wilaya ya Bagamoyo **Idara ya Utawala na Rasilimali Watu** kataika mada "**Investigation on Record Disaster Recovery plan in Public Institution** " kwa kipindi cha kuanzia tarehe **01 Juni, 2026** hadi tarehe **25 Juni, 2026.** Aidha kwa kipindi chote atakachokuwa katika Mafunzo atatakiwa kufuata Sheria, Kanuni na Taratibu za Utumishi wa Umma.

4. Nakutakia kazi njema.

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

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

Nakala: Mkuu wa Idara,
Idara ya Utawala na Rasilimali Watu,
Halmashauri ya Wilaya,
S.L.P 59,
BAGAMOYO.

ZA/PM/UTUMISHI

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

SLADS Research Hub · SLADS/2026/00013 · localhost:3000