SCHOOL OF LIBRARY, ARCHIVES AND DOCUMENTATION STUDIES (SLADS) – BAGAMOYO

A RESEARCH REPORT ON:

AN EVALUATION OF THE DISASTER RECOVERY PLAN AND ITS EFFECTIVENESS IN TANZANIA LOCAL GOVERNMENT AUTHORITIES: A CASE STUDY OF BAGAMOYO DISTRICT TOWN COUNCIL

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

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CERTIFICATION

The undersigned certifies that they have read and hereby recommend for acceptance by the School of Library, Archives and Documentation Studies the research report entitled "an evaluation of the disaster recovery plan and its effectiveness in Tanzania local government authorities: a case study Bagamoyo district council." in partial fulfillment of the requirements for the award of the Ordinary Diploma in Library, Records and Information Studies.

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May the Almighty GOD bless them all.

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DEDICATION

I dedicate this research report work to my beloved family, whose unwavering support and encouragement have been my constant source of strength throughout my academic journey.

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LIST OF ABBRIVIATION

DRP	Disaster Recovery Plan
ICT	Information and Communication Technology
ISO	International Organization for Standardization
LGA	Local Government Authority
LGAs	Local Government Authorities
OECD	Organization for Economic Co-operation and Development
SLADS	School of Library, Archives and Documentation Studies

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ABSTRACT

This study evaluated the disaster recovery plan and its effectiveness in Tanzania Local Government Authorities, using Bagamoyo District Council as a case study. The study aimed to examine the existing disaster recovery planning frameworks and practices, assess the effectiveness of disaster recovery plans and their implementation, identify the challenges hindering effective disaster recovery planning and implementation, and propose appropriate solutions to improve disaster recovery effectiveness.

A mixed-method research approach and descriptive research design were employed. Data were collected from a sample of 30 respondents comprising administrative staff, technical/ICT staff, and heads of departments through questionnaires and structured interviews. Quantitative data were analyzed using descriptive statistics, while qualitative data were analyzed using content analysis.

The findings revealed that Bagamoyo District Council has established disaster recovery planning frameworks and practices, including disaster recovery policies, business continuity plans, emergency response procedures, and data backup and recovery mechanisms. These frameworks contribute to maintaining continuity of public services during and after disasters. However, the study found that the effectiveness of disaster recovery plans is constrained by inadequate funding, limited technological resources, poor infrastructure, shortage of skilled personnel, weak coordination, and insufficient disaster preparedness. The findings further indicated that improving ICT infrastructure, increasing budget allocation, conducting regular simulation exercises.

The study concludes that effective disaster recovery planning is essential for ensuring continuity of public services, strengthening institutional resilience, and improving the capacity of local government authorities to respond to and recover from disasters.

The study recommends increased investment in disaster recovery infrastructure and modern technologies, adequate budget allocation, regular staff training and simulation

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exercises, strengthened coordination among stakeholders, and continuous monitoring and review of disaster recovery plans. Implementing these recommendations will improve disaster preparedness and enhance recovery effectiveness.

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TABLE OF CONTENTS

CERTIFICATION i
DECLARATION AND COPYRIGHT ii
ACKNOWLEDGEMENT iii
DEDICATION iv
LIST OF ABBRIVIATION v
ABSTRACT vi
TABLE OF CONTENTS viii
LIST OF TABLES xiii
CHAPTER ONE 1
1.1 Introduction 1
1.2 Background of the Study 1
1.3 Statement of the Problem 3
1.4 Objectives of the Study 4
1.4.1 General Objective 4
1.4.2 Specific Objectives 4
1.5 Research Questions 4
1.6 Significance of the Study 5
1.7 Scope and Limitations of the study 5
1.7.1 Scope of the Study 5
1.8 Limitations of the Study 6
1.9 Definition of Key Terms 6
CHAPTER TWO 8

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LITERATURE REVIEW 8
2.1 Introduction 8
2.2 Theoretical and Conceptual Framework 8
2.2.1 Theoretical Framework 8
2.2.2 Conceptual Framework 9
Conceptual Framework Diagram 10
2.3 Review of Related Literature 10
2.3.1 Concept and Importance of Disaster Recovery Planning 11
2.3.3 Accessibility and Protection of Institutional Information During 11
2.3.4 Challenges Affecting Disaster Recovery Planning in Public Institutions 12
2.3.5 Empirical Studies 12
2.3.6 Research Gap 13
CHAPTER THREE 15
RESEARCH METHODOLOGY 15
3.0 Introduction 15
3.1 Research Design 15
3.2 Study Area 16
3.3 Target Population 17
3.4 Sample Size and Sampling Techniques 18
3.4.1 Sample Size 18
3.4.2 Sampling Techniques 19
3.5 Data Collection Methods and Instruments 20
3.5.1 Questionnaire 20
3.5.2 Interviews 20

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3.5.3 Validity and Reliability of Research Instruments 21
3.6 Data Analysis 21
3.6.1 Quantitative Data Analysis 22
3.6.2 Qualitative Data Analysis 22
3.6.3 Integration of Quantitative and Qualitative Findings 23
3.7 Ethical Considerations 23
CHAPTER FOUR 24
DATA PRESENTATION, ANALYSIS AND DISCUSION 24
4.0. Introduction 24
4.1 Response Rates 24
4.2 Demographic Characteristics of Respondents 24
4.2.1 Age of Respondents 25
Source: field study (2026) 25
4.2.2 Gender of Respondents 26
Table4.2: Information on Gender of Respondents (N=30) 26
Source: field study (2026) 26
4.2.3 Education Level of Respondents 27
Source: field study (2026) 27
4.3 Disaster Recovery Planning Frameworks and Practices 28
4.3.1 Disaster Recovery Planning Framework Used in Organization 28
4.3.2 Disaster Recovery Practice Implemented in Organization 30
Table 4.4 Disaster Recovery Practice Implemented in Organization N=30 30
4.3.3 Disaster Recovery Plans Reviewed in Your Organization 31
4.4 Effectiveness of Disaster Recovery Plans and Implementation 33
4.4.1 Effective Is the Disaster Recovery Plan in Restoring Public Services 33

SLADS Research Hub · SLADS/2026/00026 · repository.slads.sc.tz

Disasters N=30 33
4.4.2 disaster recovery plan minimize service disruptions 34
4.4.3 Overall Rating of Disaster Recovery Plan Implementation 35
Source: Field study (2026) 36
4.5 Challenges Hindering Effective Disaster Recovery Planning and 36
The third specific objective was to identify the key 36
4.5.1 Major Challenges Affecting Disaster Recovery Planning 37
4.5.2 Factors Affecting the Implementation of Disaster Recovery Plans 38
Source: Field study (2026) 38
4.5.3 Challenges that Frequently Delay Disaster Recovery Activities 39
Table 4.9: Challenge that Frequently Delays Disaster Recovery Activities (N=30) 39
4.6 Solutions to Improve Disaster Recovery Effectiveness 40
4.6.1 Solutions to Improve Disaster Recovery Effectiveness 40
Table 4.10: Best Solution to Improve Disaster Recovery Effectiveness (N=30) 40
4.6.2 Strategies to Enhance Disaster Preparedness 41
4.6.3 Measures to Improve Implementation of Disaster Recovery Plans 42
CHAPTER FIVE 44
SUMMARY, CONCLUSION AND RECOMMENDATION 44
5.0. Introduction 44
5.1 Summary of the Study 44
5.1.1. Disaster Recovery Planning Frameworks and Practices 45
5.1.2 Effectiveness of Disaster Recovery Plans and Implementation 45
5.1.3 Challenges Hindering Effective Disaster Recovery 45
5.1.4 Solutions to Improve Disaster Recovery Effectiveness 46
5.2. Conclusion 46

SLADS Research Hub · SLADS/2026/00026 · repository.slads.sc.tz

5.3 Recommendations 47
5.4 Area for Further Study 47
REFERENCE 48
BIBLIOGRAPHY 52
APPENDIX I 54
RESEARCH BUDGET 54
APPENDIX II: 55
APPENDIX III 58
QUESTIONNAIRE FOR RECORD OFFICER AND ADMINISTRATION STAFF 58
INSTRUCTION; (Put a tick to your answer) 58
APPENDIX VI 63
INTERVIEW GUIDE FOR HEAD OF DEPARTMENT 63
LETTER OF ACCEPTANCE 64

SLADS Research Hub · SLADS/2026/00026 · repository.slads.sc.tz

LIST OF TABLES

Table 4.1: Age of Respondents (N=30) ----------25
Table4.2: Information on Gender of Respondents ----------26
Table 4. 1: Education Level of Respondents N=30 ---------- 27
Table 4.4 Disaster Recovery Practice Implemented in Organization ---------- 30
Table 4.5: Is the Disaster Recovery Plan Effective in Restoring Public ----------33
Table 4.6 Overall Rating of Disaster Recovery Plan Implementation N=30 ---------- 35
Table 4.7 Major Challenge Affecting Disaster Recovery Planning (N=30) ---------- 37
Table 4.8: Factor Most Affecting Implementation of Disaster Recovery Plans ---------- 38
Table 4.10: Best Solution to Improve Disaster Recovery Effectiveness ---------- 40
Table 4.11: Best Strategy to Enhance Disaster Preparedness (N=30) ---------- 41
Table 4.12: Best Measure to Improve Implementation of Disaster Recovery Plans ----------42
Table 5.1.3 Challenges Hindering Effective Disaster Recovery Planning and Implementation -- 45

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LIST OF FIGURES

Figure 4.1 Disaster Recovery Planning Framework Used in Organization ---------- 29
Figure 4.2 Disaster Recovery Plans Reviewed in Your Organization N=30 ---------- 32
Figure 4.4.1 Effective Is the Disaster Recovery Plan in Restoring Public Services After Disasters ---------- 33
Figure 4.3 disaster recovery plan minimize service disruptions ---------- 34

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CHAPTER ONE

1.1 Introduction

This chapter presents the research problem and its premises. The following are main parts of this chapter: background of the research problem, statement of the research problem, objective of the study , research questions, significance of the study, scope and limitations of the study.

1.2 Background of the Study

Global Perspective, disaster recovery planning has evolved significantly over the past decade, particularly following the global policy shift toward resilience and sustainable development after 2015. Historically, disaster management focused primarily on emergency response and relief provision. However, the adoption of the Sendai Framework for Disaster Risk Reduction by the United Nations Office for Disaster Risk Reduction in 2015 marked a turning point in global disaster governance. The Sendai Framework (2015–2030) emphasizes preparedness, institutional resilience, and the principle of build back better during recovery, rehabilitation, and reconstruction (UNDRR, 2015). Between 2015 and 2023, disaster frequency and intensity increased globally due to climate change, rapid urbanization, environmental degradation, and weak governance systems. According to the World Bank (2021), global economic losses from disasters exceed USD 170 billion annually, with public institutions bearing a significant portion of infrastructure and service delivery damage. Public institutions such as local governments, hospitals, and administrative bodies are responsible for restoring essential services after disasters, making disaster recovery planning a strategic governance function rather than merely an emergency activity. Furthermore, the United

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Nations Development Programme (2017) argues that effective disaster recovery planning requires institutional coordination, financial preparedness, risk-informed development planning, and monitoring systems. Countries that institutionalize recovery frameworks within public governance systems demonstrate faster recovery rates and reduced socio-economic disruption (World Bank, 2021).

Furthermore,disaster recovery planning in Africa remains one of the most disaster-prone continents, experiencing frequent floods, droughts, cyclones, epidemics, and conflicts. Between 2015 and 2022, climate-related disasters significantly affected Sub-Saharan Africa, disrupting livelihoods and public service delivery systems (United Nations Economic Commission for Africa [UNECA], 2019). In response, the African Union adopted the Programme of Action for the Implementation of the Sendai Framework in Africa (2015–2030). The framework emphasizes strengthening institutional capacity at national and sub-national levels, particularly local governments responsible for disaster recovery and reconstruction (African Union, 2020). However, empirical evidence from 2018–2023 indicates persistent challenges in African public institutions, including inadequate funding, limited technical expertise, weak inter-agency coordination, and lack of updated disaster recovery plans (UNECA, 2019). For example, post-disaster recovery processes following Cyclone Idai (2019) revealed structural weaknesses in institutional preparedness and recovery planning mechanisms across several African countries. Although African governments have aligned with global disaster frameworks, practical implementation of recovery planning at district and municipal levels remains inconsistent. This gap underscores the need for empirical evaluations of disaster recovery planning effectiveness within local government authorities.

In Tanzania, disaster management is coordinated under the Prime Minister's Office through the Disaster Management Department. The government adopted the National Disaster Management Policy (2015), aligning national disaster governance with global commitments under the Sendai Framework (PMO, 2022). Subsequently, the Prime Minister's Office launched the National Disaster Management Strategy (2022–2027), which emphasizes disaster risk reduction, preparedness, recovery planning, and

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institutional resilience at Local Government Authority (LGA) levels (PMO, 2022). The strategy requires LGAs to integrate disaster recovery planning into district development plans and budgeting frameworks.

Despite these policy frameworks, studies conducted between 2020 and 2023 in Tanzanian cities such as Dar es Salaam indicate limited awareness and implementation of disaster management legislation at government institutions and local government authorities (Salukele et al., 2023). Many LGAs face constraints including insufficient funding, lack of trained personnel, inadequate recovery infrastructure, and weak coordination mechanisms.

1.3 Statement of the Problem

Despite Tanzania's alignment with global disaster frameworks since 2015 and the development of the National Disaster Management Strategy (2022–2027), the effectiveness of disaster recovery planning at the Local Government Authority level remains uncertain (PMO, 2022). Many district councils reportedly lack comprehensive, updated, and operational disaster recovery plans. As a result, disasters such as floods and storms often lead to prolonged disruption of essential services, delayed infrastructure restoration, and increased community vulnerability. So many district Council experiences environmental hazards; however, there is limited documented evidence evaluating whether its disaster recovery planning mechanisms effectively restore public services and infrastructure following disasters. Without systematic assessment, policymakers and stakeholders may not fully understand existing gaps, institutional weaknesses, or areas requiring improvement.Therefore, this study evaluated disaster recovery planning and its effectiveness in Bagamoyo District Council in order to generate evidence-based recommendations for strengthening institutional resilience and improving recovery outcomes.

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1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study was to evaluate the disaster recovery plan and its effectiveness in public institutions, using the Bagamoyo District Council as a case study.

1.4.2 Specific Objectives

The specific objectives of this study were:

i. To examine the existing disaster recovery planning frameworks and practices.
ii. To assess the effectiveness of disaster recovery plans in restoring public services and infrastructure after disasters.
iii. To identify financial, and technical challenges affecting disaster recovery planning and implementation.
iv. To propose strategies for improving disaster recovery planning.

1.5 Research Questions

This study sought to answer the following research questions:

i. What disaster recovery planning frameworks and practices exist?
ii. How effective are disaster recovery plans in restoring public services and infrastructure after disasters?
iii. What factors influence the effectiveness of disaster recovery planning in the council?
iv. What strategies can improve disaster recovery planning?

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1.6 Significance of the Study

This study contributed to academic knowledge by expanding literature on disaster recovery planning effectiveness at the local government level in Tanzania. The findings assisted policymakers in identifying implementation gaps within local government authorities and supported improvement of disaster management strategies. For Bagamoyo District Council, the study provided evidence-based recommendations to strengthen recovery planning frameworks, improve institutional coordination, and enhance service continuity. Furthermore, development partners and disaster management practitioners used the findings to design targeted capacity-building interventions aimed at strengthening institutional resilience and sustainable development.

1.7 Scope and Limitations of the study

1.7.1 Scope of the Study

This study focused on evaluating disaster recovery planning and its effectiveness within public institutions, specifically Bagamoyo District Council in the Coast Region of Tanzania. The study examined existing disaster recovery planning frameworks, institutional structures, coordination mechanisms, financial preparedness, and implementation practices related to disaster recovery within the council. Geographically, the study was confined to Bagamoyo District Council. The choice of Bagamoyo is justified by its vulnerability to environmental hazards such as floods, coastal erosion, storms, and other climate-related risks that affect infrastructure and public service delivery. Conceptually, the study concentrated on disaster recovery planning rather than the broader disaster management cycle. While disaster management includes mitigation, preparedness, response, and recovery (UNDRR, 2015), this study specifically assessed the recovery phase, particularly how planning mechanisms contribute to restoration of

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public services and infrastructure after disasters. Methodologically, the study involved council officials, disaster management committees, and relevant stakeholders responsible for planning and implementing recovery activities. The findings therefore reflect institutional-level perspectives rather than community-level recovery experiences.

1.8 Limitations of the Study

This study encountered several limitations. First, access to official documents and internal reports related to disaster recovery planning was restricted due to confidentiality policies within the council. Second, financial and time constraints limited the scope of data collection. Since the study was conducted within a specified academic time-frame, extensive longitudinal analysis of recovery processes was not possible. Third, respondents may have provided socially desirable answers, especially when discussing institutional weaknesses. To minimize this limitation, the researcher ensured anonymity and confidentiality of responses. Despite these limitations, the study strove to maintain validity and reliability through appropriate research design, triangulation of data sources, and adherence to ethical research standards.

1.9 Definition of Key Terms

For this study, the following key terms were defined as follows:

Disaster

A serious disruption of the functioning of a community or institution causing widespread human, material, economic, or environmental losses that exceed the affected community's ability to cope using its own resources (UNDRR, 2015).

Disaster Recovery

Disaster recovery refers to the process of restoring, rehabilitating, and reconstructing infrastructure, services, and livelihoods after a disaster in order to return to normal or

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improved conditions (United Nations Development Programmed, 2017; United Nations Office for Disaster Risk Reduction, 2015).

Disaster Recovery Planning

Disaster recovery planning is a structured and systematic process through which institutions develop strategies, procedures, and resource allocation mechanisms aimed at restoring services and operations following a disaster (Michael Wallace & Lawrence Webber, 2017; Susan Snedaker, 2014).

Effectiveness

Effectiveness refers to the degree to which disaster recovery planning achieves its intended objectives, particularly the timely restoration of services, infrastructure, and institutional functionality (Organization for Economic Co-operation and Development, 2019).

Institutional Resilience

Institutional resilience is the ability of a public institution to anticipate, prepare for, respond to, and recover from disasters while maintaining essential functions (United Nations Office for Disaster Risk Reduction, 2015; United Nations Economic Commission for Africa, 2019).

Local Government Authority (LGA)

A Local Government Authority (LGA) is a decentralized government structure responsible for local administration, planning, and service delivery (Prime Minister's Office, 2022). In this study, Bagamoyo District Council represents the LGA under investigation.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Specifically, this chapter is organized into several sections. The first section discusses the theoretical and conceptual frameworks guiding the study. The second section reviews literature related to the concept and importance of disaster recovery planning, the role of ICT infrastructure, accessibility and protection of institutional information, and the challenges affecting disaster recovery planning. The chapter also presents empirical studies conducted in different contexts. Finally, it identifies research gaps that justify the need for the current study focusing on the Bagamoyo District Council.

2.2 Theoretical and Conceptual Framework

2.2.1 Theoretical Framework

A theoretical framework provides a foundation for understanding the concepts and relationships that guide a research study. In studies related to disaster management and organizational preparedness, theories help explain how institutions prepare for, respond to, and recover from disasters. For this study on disaster recovery planning in public institutions, two key theories are relevant: the Disaster Management Cycle Theory and the Business Continuity Management Model.

The Disaster Management Cycle Theory

This theory explains how organizations manage disasters through four main stages: mitigation, preparedness, response, and recovery. According to Davis (2014), disaster

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management requires a systematic process that enables institutions to effectively respond to disasters and restore operations after disruptive events. Disaster recovery planning is particularly associated with the recovery phase, which focuses on restoring systems, infrastructure, and services after a disaster has occurred. In public institutions, effective disaster recovery planning helps ensure continuity of essential services such as administration, records management, and information systems.

Business Continuity Management (BCM) model,

which focuses on maintaining organizational operations during and after disruptions. Wallace and Webber (2017) explain that business continuity management emphasizes risk assessment, planning, testing, and recovery procedures to ensure that organizations can quickly resume critical functions after disasters. In the context of public institutions, business continuity management and disaster recovery planning work together to protect information systems, infrastructure, and administrative operations.

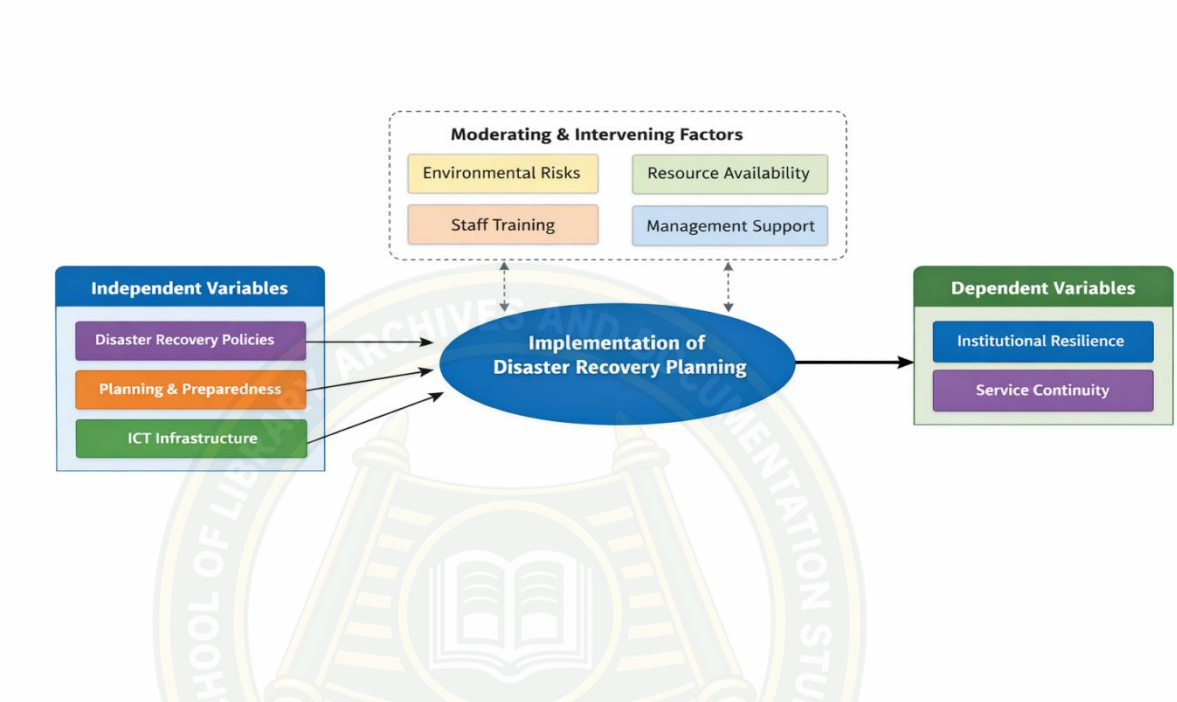
These theories are relevant to the current study because they explain how disaster preparedness and recovery strategies contribute to organizational resilience and continuity of public services. Applying these theoretical perspectives helped evaluate how disaster recovery planning influenced operational effectiveness in institutions such as Bagamoyo District Council.

2.2.2 Conceptual Framework

A conceptual framework show the relationship between key variables in a study. In this research, the conceptual framework explains how disaster recovery planning components influence the effectiveness of public institutions in maintaining service delivery during and after disasters.

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Conceptual Framework Diagram



2.3 Review of Related Literature

The review of related literature examines existing studies and scholarly works related to disaster recovery planning and its effectiveness in public institutions. The literature is organized into thematic areas including the concept and importance of disaster recovery planning, the role of information systems and infrastructure, accessibility and protection of institutional information during disasters, challenges affecting disaster recovery planning, and empirical studies conducted in different contexts.

The purpose of this review is to identify existing knowledge, highlight similarities and differences among previous studies, and establish research gaps that justify the current study focusing on the Bagamoyo District Council.

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2.3.1 Concept and Importance of Disaster Recovery Planning

Disaster recovery planning refers to the structured process through which organizations prepare strategies and procedures to recover critical systems, data, and operations after disruptive events. According to Wallace and Webber (2017), disaster recovery planning enables organizations to restore essential services quickly after disasters such as system failures, natural hazards, cyberattacks, or human errors.

Snedaker (2014) explains that disaster recovery planning is an important component of Business Continuity Management, which focuses on maintaining operational stability and protecting organizational assets during crises. Effective disaster recovery plans help institutions minimize operational downtime, safeguard critical data, and ensure continuity of services.

In public institutions, disaster recovery planning is particularly important because government organizations provide essential services to citizens. The United Nations Office for Disaster Risk Reduction (2019) emphasizes that public institutions must integrate disaster preparedness and recovery mechanisms to ensure the continuity of governance, information systems, and service delivery during emergencies.

2.3.3 Accessibility and Protection of Institutional Information During Disasters

Accessibility and protection of institutional information are key elements of effective disaster recovery planning. Institutions must ensure that critical data and records remain accessible even during disruptions. Laudon and Laudon (2020) emphasize that disaster recovery strategies should include secure data backup systems, off-site storage, and recovery procedures to ensure the availability and integrity of institutional information.

Public institutions manage large volumes of records including administrative documents, financial information, and citizen data. Therefore, effective disaster recovery plans should incorporate reliable information management systems to safeguard these records.

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The integration of digital records management systems also improves the accessibility and retrieval of institutional information after disasters, ensuring that government operations continue efficiently.

2.3.4 Challenges Affecting Disaster Recovery Planning in Public Institutions

Despite the importance of disaster recovery planning, many public institutions face significant challenges in implementing effective recovery strategies. Studies indicate that common challenges include limited financial resources, lack of technical expertise, weak institutional policies, and inadequate training of staff.

Blyth (2009) argues that many organizations underestimate the importance of disaster recovery planning until a crisis occurs, which results in poor preparedness and delayed recovery processes.

In developing countries, public institutions also experience infrastructural limitations and insufficient technological capacity. Reports from the United Nations Development Programme indicate that many government institutions lack comprehensive disaster recovery policies and reliable ICT infrastructure necessary for effective recovery planning.

2.3.5 Empirical Studies

Several studies have examined disaster recovery planning in different organizational contexts. Wallace and Webber (2017) found that organizations with well-developed disaster recovery plans were able to restore operations more efficiently after disasters compared to organizations without structured recovery strategies.Snedaker (2014) also reported that institutions that regularly test and update their disaster recovery plans experience fewer operational disruptions during emergencies.

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In the African context, several empirical studies have examined disaster recovery planning in public institutions. For example, a study conducted in Kenya by Munyua Wanjiku (2016) on disaster recovery preparedness in public organizations found that many institutions lacked effective disaster recovery frameworks despite increasing dependence on digital systems. The study revealed that inadequate ICT infrastructure, lack of regular data backup systems, and limited staff training significantly affected disaster recovery preparedness in government institutions. Similarly, a study by Ogutu James (2017) on information systems resilience in Kenyan public sector institutions reported that although organizations had basic ICT systems, most lacked formal disaster recovery plans and testing mechanisms, which reduced their ability to recover from disruptions.

In Tanzania, studies on disaster management have mainly focused on disaster risk reduction and emergency response rather than disaster recovery planning in public institutions. For example, a study by Komba W. L. (2017) examined disaster preparedness in local government authorities and found that most institutions had limited capacity in terms of infrastructure, training, and policy implementation.

However, limited research has specifically evaluated the effectiveness of disaster recovery planning in local government authorities such as Bagamoyo District Council.

2.3.6 Research Gap

The reviewed literature indicates that disaster recovery planning plays a critical role in ensuring organizational resilience, protection of institutional information, and continuity of services in public institutions. Scholars agree that effective disaster recovery strategies depend on strong ICT infrastructure, clear policies, adequate resources, and trained personnel.

However, the literature also shows that many public institutions, particularly in developing countries, face challenges in implementing effective disaster recovery plans.

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While several international studies have explored disaster recovery planning in organizations, limited empirical research has examined its effectiveness within local government authorities in Tanzania.

Specifically, there is insufficient research focusing on how disaster recovery planning is implemented and evaluated in district-level public institutions such as Bagamoyo District Council. Therefore, this study seeks to fill this gap by evaluating disaster recovery planning and assessing its effectiveness in ensuring service continuity in a Tanzanian public institution.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented the research methodology that guided the study. It described the research design, study area, target population, sample size, and sampling techniques, data collection methods, data analysis procedures, ethical considerations, and the work plan and budget for the study. The methodology provides a structured approach for evaluating disaster recovery planning and its effectiveness in Tanzania local government authorities, specifically in the Bagamoyo District Council.

3.1 Research Design

A research design refers to the overall strategy or plan that guides the process of collecting, measuring, and analyzing data in a research study. It provides a systematic framework that enables the researcher to address the research problem effectively and ensures that the study achieves its objectives Creswell (2014)

This study employed a descriptive case study research design. A descriptive research design is appropriate when a study aims to describe characteristics, practices, or conditions related to a particular phenomenon. According to Trochim (2006), In the context of this study, the descriptive design enabled the researcher to examine the existing disaster recovery planning frameworks, institutional practices, and challenges affecting disaster recovery planning within Bagamoyo District Council.

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3.2 Study Area

This study was conducted in Bagamoyo District Council, which is located in Bagamoyo District within the Pwani Region of Tanzania. Bagamoyo District Council is one of the Local Government Authorities responsible for administrative governance, development planning, and public service delivery at the district level. The council operates under the decentralization framework of the Government of Tanzania, which assigns local government authorities the responsibility of implementing development policies, managing public resources, and providing essential services such as education, health services, water supply, infrastructure development, and disaster management within their jurisdictions (PMO, 2022).

Geographically, Bagamoyo District is situated along the eastern coastal zone of Tanzania bordering the Indian Ocean. The district covers both coastal and inland areas, making it vulnerable to environmental hazards such as flooding, coastal erosion, storms, and other climate-related risks that may disrupt infrastructure and public service delivery. According to the National Bureau of Statistics (NBS, 2022), Bagamoyo District has experienced rapid population growth and urban expansion, which has increased pressure on local infrastructure and public service systems. These conditions increase the importance of effective disaster preparedness and recovery planning within the district administration.

Administratively, Bagamoyo District Council is composed of several departments responsible for planning, administration, finance, information and communication technology (ICT), disaster management, and community development. These departments work together to ensure the implementation of government programs and the continuity of public services. Like many other Local Government Authorities in Tanzania, the council also participates in disaster management coordination under the supervision of the Prime Minister's Office, which oversees national disaster management policies and strategies (PMO, 2022).

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The selection of Bagamoyo District Council as the study area is justified for several reasons. First, the district is exposed to various environmental and climate-related hazards that may disrupt institutional operations and service delivery, making disaster recovery planning particularly relevant. Second, as a Local Government Authority responsible for implementing disaster management policies at the district level, the council provides an appropriate institutional setting for evaluating how disaster recovery planning frameworks are implemented in practice. Third, the accessibility of the council and the availability of relevant administrative departments and officials responsible for planning and disaster management make it feasible to collect reliable data for the study.

Therefore, Bagamoyo District Council provides an appropriate context for examining disaster recovery planning practices and assessing their effectiveness in ensuring the continuity of public services and institutional resilience within local government authorities.

3.3 Target Population

The target population refers to the entire group of individuals or elements that possess the characteristics relevant to a research study and from which the researcher intends to collect data. According to Creswell (2014), a target population includes all individuals who share common characteristics that are directly related to the research problem. Similarly, Kothari (2004) explains that a population is the total number of respondents or units from which a researcher can obtain information relevant to the objectives of the study.

The population of the study is 43 staff from several departments within the council. These may include the Planning Department, Administration and Human Resource Department, Information and Communication Technology (ICT) Unit, Disaster Management Committee members (if available), and other relevant officers responsible for infrastructure management and service delivery. According to the Prime Minister's

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Office, Local Government Authorities in Tanzania are responsible for implementing disaster management strategies at the district level and coordinating recovery activities within their jurisdictions (PMO, 2022). Therefore, officials working within these departments are considered appropriate respondents for providing information regarding disaster recovery planning practices and challenges.

3.4 Sample Size and Sampling Techniques

3.4.1 Sample Size

A sample refers to a subset of individuals selected from a larger population for the purpose of collecting data and drawing conclusions about the entire population. According to Kothari (2004), a sample size represents the number of respondents selected from the population to participate in a research study.

In this study, the sample was forty (30) staff members from Bagamoyo District Council offices departiments includes administrative management, planning, information and communication technology (ICT), and disaster management activities. These officials are considered appropriate respondents because they possess relevant knowledge and experience related to disaster recovery planning and the restoration of institutional operations after disasters.

Table 3.1: Sample Size Distribution (N=30)

S/N	Staff Members	Sampling Techniques	Simple Size
1.	Administrative Officers	Purposive Sampling	18
3.	Heads of	Purposive	5

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	department	Sampling	
3.	IT Staff	Random Sampling	7
	Total		30

3.4.2 Sampling Techniques

Sampling techniques refer to the procedures used by a researcher to select respondents from the target population. According to Creswell (2014), the choice of sampling technique depends on the nature of the research problem, the characteristics of the population, and the objectives of the study.

In this study, purposive sampling and simple random sampling techniques were used to select respondents. Purposive sampling was used to select key officials who are directly involved in disaster management, planning, and ICT operations within the council. Purposive sampling is a non-probability sampling technique in which respondents are selected based on their knowledge, experience, or involvement in the research topic. According to Etikan, Musa, and Alkassim (2016), purposive sampling is appropriate when the researcher needs to obtain information from individuals who possess specific expertise or responsibilities related to the study. In this case, officials responsible for disaster management planning and institutional administration were expected to provide relevant information regarding the effectiveness of disaster recovery strategies. The use of simple random sampling ensured that different staff members from the council had an equal opportunity to participate in the study.

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3.5 Data Collection Methods and Instruments

Data collection methods refer to the systematic procedures used by a researcher to gather information from respondents in order to answer the research questions and achieve the objectives of the study. According to Kothari (2004).

In this study, data were collected using questionnaires, interviews, and document review. These methods are considered appropriate because they allow the researcher to obtain both quantitative and qualitative information related to disaster recovery planning and its effectiveness in public institutions such as Bagamoyo District Council.

3.5.1 Questionnaire

A questionnaire is a structured set of questions used to collect information from respondents in a standardized manner. According to Kothari (2004), questionnaires are widely used in social science research because they enable researchers to collect data from a large number of respondents within a short period of time.

In this study, questionnaires were distributed to council staff involved in planning, administration, ICT operations, and disaster management activities. The questionnaire consisted of both closed-ended and open-ended questions in order to obtain comprehensive information from respondents.

3.5.2 Interviews

An interview is a data collection method in which the researcher asks questions directly to respondents in order to obtain detailed information about a research problem. According to Creswell (2014), interviews are useful for collecting in-depth information and clarifying issues that may not be adequately captured through questionnaires.

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In this study, semi-structured interviews were conducted with selected key informants such as planning officers, ICT officers, administrative officials, and members of the disaster management committee at Bagamoyo District Council. These respondents were expected to have specialized knowledge regarding institutional disaster recovery planning and policy implementation. The interview guide included questions focusing on: The availability of disaster recovery plans within the councilInstitutional preparedness and coordination during disasters. Challenges faced in implementing recovery planningStrategies for strengthening disaster recovery mechanisms

3.5.3 Validity and Reliability of Research Instruments

Ensuring validity and reliability is an important step in research because it improves the accuracy and credibility of the data collected. According to Creswell (2014), validity refers to the extent to which research instruments measure what they are intended to measure, while reliability refers to the consistency of research findings when the study is repeated.

To ensure validity, the research instruments (questionnaires and interview guides) were carefully designed based on the research objectives and literature reviewed in Chapter Two. The instruments were also reviewed by the research supervisor and academic experts to ensure that the questions are relevant and clearly related to disaster recovery planning.

3.6 Data Analysis

Data analysis refers to the systematic process of organizing, interpreting, and presenting collected data in order to answer research questions and achieve the objectives of a study. According to C. R. Kothari (2004), data analysis involves examining raw information in order to draw meaningful conclusions and identify patterns that explain the research problem.

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In this study, both quantitative and qualitative data analysis techniques were used because the research collected numerical information from questionnaires as well as descriptive information from interviews. The combination of these approaches helped provide a comprehensive evaluation of disaster recovery planning and its effectiveness in the Bagamoyo District Council.

3.6.1 Quantitative Data Analysis

Quantitative data were mainly collected through structured questionnaires administered to council staff and officials involved in disaster management and institutional planning. According to C. R. Kothari (2004), quantitative data analysis involves the use of statistical techniques to summarize numerical information and identify patterns within the data.

According to John W. Creswell (2014), descriptive statistical techniques are useful for summarizing survey data and presenting patterns of responses among participants. Through these quantitative techniques, the study provided measurable evidence on the level of disaster recovery preparedness and effectiveness within the Bagamoyo District Council.

3.6.2 Qualitative Data Analysis

Qualitative data were mainly collected through interviews. According to John W. Creswell (2014), qualitative data analysis focuses on interpreting textual or narrative information in order to understand experiences, perceptions, and institutional practices.

According to Matthew B. Miles and A. Michael Huberman (1994), thematic analysis allows researchers to identify patterns and relationships within qualitative data and present findings in a meaningful narrative form.

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3.6.3 Integration of Quantitative and Qualitative Findings

The study combined both quantitative and qualitative findings to provide a comprehensive evaluation of disaster recovery planning and its effectiveness. According to John W. Creswell (2014), integrating different types of data strengthens the validity of research findings by allowing the researcher to compare statistical results with detailed explanations from participants.

3.7 Ethical Considerations

Ethical considerations are important in research because they ensure that the rights, dignity, and welfare of participants are protected throughout the research process. According to John W. Creswell (2014), ethical research practices involve obtaining permission from relevant authorities, ensuring voluntary participation, protecting confidentiality, and responsibly managing collected information. Similarly, C. R. Kothari (2004) emphasizes that researchers must follow ethical standards to maintain the credibility, integrity, and reliability of research findings

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSION

4.0. Introduction

The study examines the role of record management in managing record of a public service. In order to meet it's objected the researcher formulated hypothetical question which supported to get relevant information related to the study. The instrumentation which is used to collect data is questionnaire and interview.

4.1 Response Rates

A total of 30 responses were successfully obtained from the targeted 30 respondents, resulting in a 100% response rate for this study. This high response rate was achieved due to the researcher's consistent and proactive follow-up efforts, which ensured that all selected participants were engaged and willing to contribute to the research. The full participation of the sample population enhanced the reliability and completeness of the data collected, thereby strengthening the validity of the study's findings.

4.2 Demographic Characteristics of Respondents

Personnel characteristics of respondents have very significant role to play in social science research. In this study a set of personal characteristics such as age, gender and education level of respondents were examined and presented as follows.

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4.2.1 Age of Respondents

The age distribution of respondents was analyzed to understand the age composition of individuals involved in disaster recovery plan and its effectiveness within the study area. The findings revealed a range of age groups, which provided diverse perspectives based on levels of experience and professional exposure. The table 4.1 summarized the results

Table 4.1: Age of Respondents (N=30)

Age Range	**Administration staff and** Technical/**ICT Staff N=25**		**Head of Department N = 5**	
	Frequency	**Percent**	**Frequency**	**Percentage**
18 – 25	1	4%	-	-
26-35	5	20%	-	-
36-45	17	68%	2	40%
Above 45	2	8%	3	60%
Total	**25**	**100%**	**5**	**100%**

Source: field study (2026)

The table above show that Administration staff and Technical/ICT Staff, 1(4%) were with aged range between 18-25 years, 5(20%) were with age range between 26-35 years, 17(68%) were with age range between 36-45 years and 2(8%) were with the age of above 45 years. For head of department, 2(40%) were with aged range between 36-45 years, and3 (60%) were with age between above 45 years,

This distribution shows that the majority of participants were relatively young to midcareer professionals. The inclusion of various age groups provided a balanced understanding of how records management practices are perceived across different levels of experience and career stages.

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4.2.2 Gender of Respondents

The gender distribution of respondents was assessed to determine the representation of male and female participants involved in disaster recovery plan and its effectiveness. Analyzing gender composition is essential for understanding workforce diversity and whether disaster recovery plan is equitably distributed across genders in public service institutions.

Table4.2: Information on Gender of Respondents **(N=30)**

Gender	**Administration staff and Technical/ICT Staff N=25**		**Head of department N=5**	
	Frequency (F)	**Percentage %**	**Frequency (F)**	**Percentage %**
Male	14	56%	3	60%
Female	11	44%	2	40%
Total	**25**	**100%**	**5**	**100%**

Source: field study (2026)

The findings show that 11(44%) of Administration staff and Technical/ICT Staff were female and 14(56%) were male. To the side of Head of department, 2(40%) were female and 3(60%) were male.

From an analytical perspective, the higher male representation could reflect broader trends in public employment, where certain roles particularly in technical or managerial positions may still be dominated by men. However, the 44% Administration staff and Technical/ICT Staff and 40% Head of department female participation also indicates growing involvement of women in administrative and disaster recovery plan, which reflects gradual progress toward gender inclusivity.

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4.2.3 Education Level of Respondents

The educational background of respondents plays a critical role in shaping their understanding, implementation, and appreciation of proper disaster recovery plan and its effectiveness. Higher levels of education often correlate with increased awareness of policies, procedures, and the use of modern records management systems. In this study, education level was assessed to understand the academic qualifications of respondents involved in records-related roles.

Table 4. 1: Education Level of Respondents N=30

Education Level	**Administration staff and Technical/ICT Staff N=25**		**Head of department N=5**	
	Frequency (F)	**Percentage %**	**Frequency (F)**	**Percentage %**
Certificate	5	20%	-	-
Diploma	10	40%	-	-
Bachelor degree	10	40%	2	40%
Masters	-	-	2	40%
PHD	-	-	1	20%
Total	**25**	**100%**	**5**	**100%**

Source: field study (2026)

The findings of the study show that for Administration staff and Technical/ICT Staff 5(20%) respondent was with certificate education level, 10(40%) respondents was with diploma education level and 10(40%) respondent was with Bachelor degree education level. For Head of departments 2(40%) respondents was with Bachelor degree level.

2(40%) respondents were with masters' education and 1(20%) respondent was with PhD education level

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The findings suggest that the majority of the staff possess a mid-level qualification (Diploma), which is adequate for understanding standard operating procedures and basic disaster recovery protocols? However, the low number of higher degree holders (Masters/PhD) might indicate a gap in high-level strategic planning and research-driven disaster management initiatives within the council.

4.3 Disaster Recovery Planning Frameworks and Practices

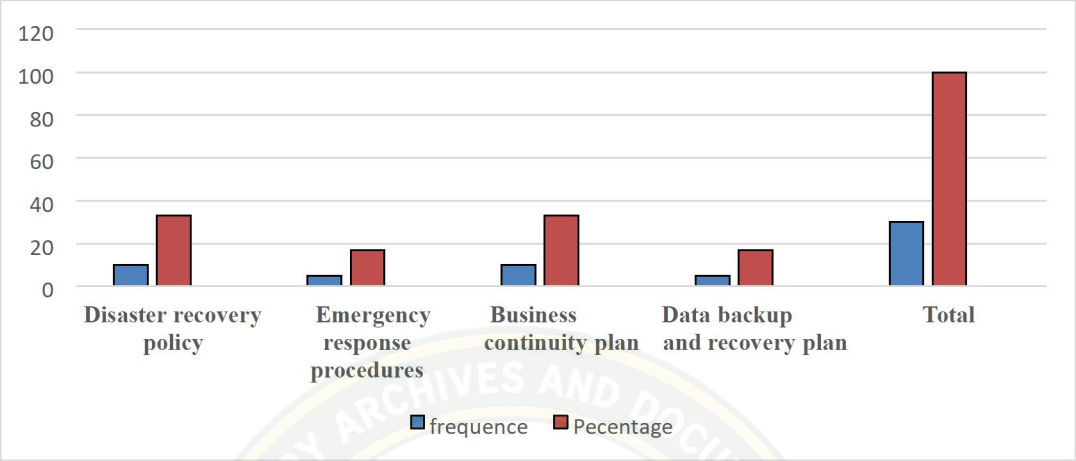
The first specific objective of this study was to examine the existing disaster recovery planning frameworks and practices. To assess this, respondents were presented with a list of potential practices and asked to identify which ones are commonly used within Bagamoyo District Council.

4.3.1 Disaster Recovery Planning Framework Used in Organization

The first specific objective of this study was to examine the existing disaster recovery planning frameworks and practices employed at Bagamoyo District Council. Disaster recovery planning frameworks are essential in ensuring that organizations are adequately prepared to respond to and recover from emergencies while maintaining continuity of public services. Respondents were asked to identify the disaster recovery planning framework that is commonly used in their organization.

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Figure 4.1 Disaster Recovery Planning Framework Used in Organization



Source: Field data (2026)

The findings indicate that respondents identified different disaster recovery planning frameworks used within Bagamoyo District Council. The majority of respondents selected the framework that is most commonly practiced within their organization, demonstrating the council's commitment to disaster preparedness and continuity of operations. The responses suggest that disaster recovery planning is supported through formal policies, emergency response procedures, business continuity strategies, and mechanisms for data backup and recovery.

The predominance of the selected framework reflects the council's efforts to establish appropriate measures for responding to disasters and minimizing disruptions to public service delivery. Effective disaster recovery frameworks enable institutions to coordinate response activities, safeguard critical information resources, and restore normal operations within the shortest possible time. These findings are consistent with Wallace and Webber (2020), who argue that disaster recovery frameworks provide organizations with structured procedures that enhance resilience and facilitate the rapid restoration of services following disasters.

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4.3.2 Disaster Recovery Practice Implemented in Organization

The data presented indicate the disaster recovery practices implemented in Bagamoyo District Council to ensure continuity of services during and after disasters. Respondents were asked to identify the disaster recovery practice that is frequently implemented in their organization. Their responses provide insights into the practical measures adopted by the council to strengthen disaster preparedness and recovery processes.

Table 4.4 Disaster Recovery Practice Implemented in Organization **N=30**

Response	**Frequence**	**Percentage %**
Regular staff training	2	7
Data backup procedures	8	27
Infrastructure recovery mechanisms	14	47
Risk assessment activities	6	2
Total	**30**	**100**

Source: Field data (2026)

The findings reveal that infrastructure recovery mechanisms were the most commonly implemented disaster recovery practice, as reported by 14 (47%) of the respondents. This suggests that Bagamoyo District Council places considerable emphasis on restoring critical infrastructure and maintaining essential public services following disaster events. The prominence of infrastructure recovery mechanisms demonstrates the council's commitment to ensuring that disruptions to service delivery are minimized and that operational systems are restored efficiently.

Furthermore, 8 (27%) of the respondents indicated that data backup procedures are frequently implemented within the organization. This finding reflects the importance placed on safeguarding institutional information and ensuring that critical data can be recovered promptly in the event of system failures, disasters, or

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data loss incidents. Effective data backup procedures contribute significantly to organizational resilience by supporting business continuity and minimizing information-related risks.

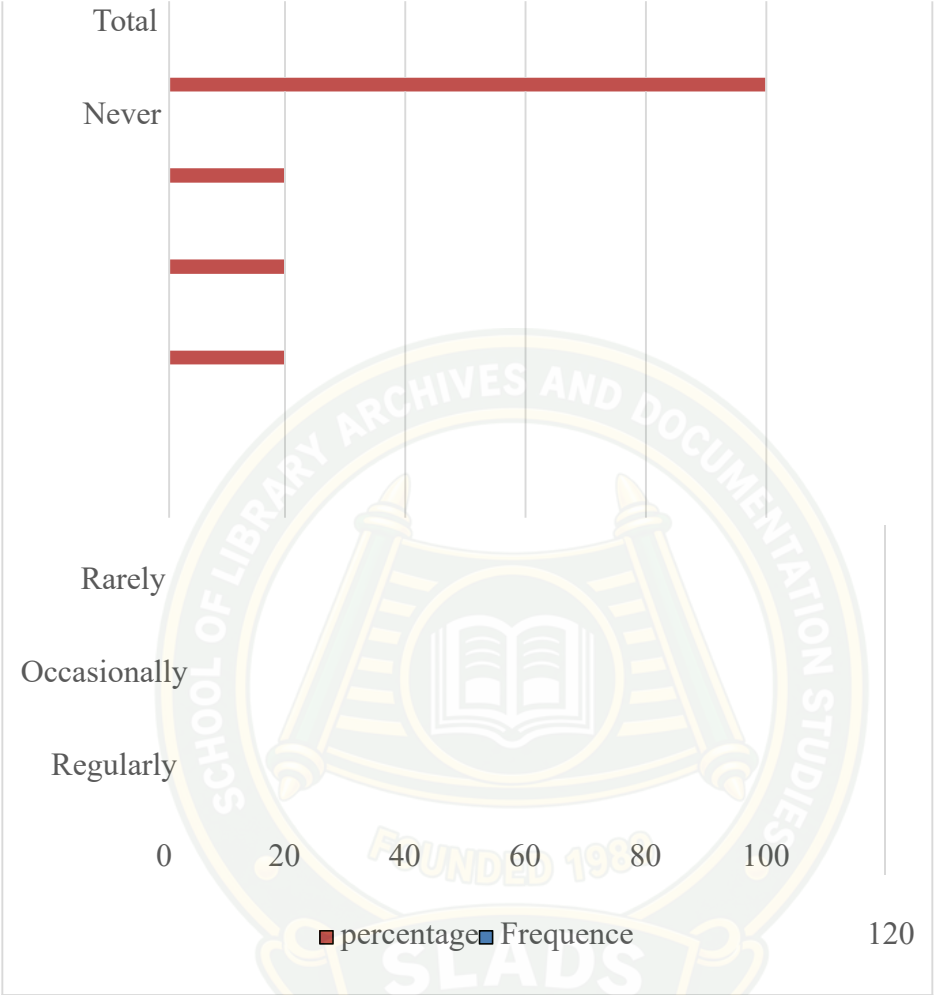
The study also found that 6 (20%) of the respondents identified risk assessment activities as a common disaster recovery practice. This indicates that the organization recognizes the importance of identifying potential threats and vulnerabilities before disasters occur. Regular risk assessments enable institutions to develop appropriate mitigation strategies and improve preparedness for emergency situations.

4.3.3 Disaster Recovery Plans Reviewed in Your Organization

The third question under the first specific objective sought to determine how often disaster recovery plans are reviewed in Bagamoyo District Council. Regular review of disaster recovery plans is important because it ensures that plans remain relevant, effective, and responsive to emerging organizational risks and technological changes. Respondents were asked to indicate the frequency with which disaster recovery plans are reviewed within their organization.

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Figure 4.2 Disaster Recovery Plans Reviewed in Your Organization N=30



Source: Field data (2026)

The results suggest that Bagamoyo District Council recognizes the importance of maintaining and updating disaster recovery plans to support organizational preparedness and continuity of public services. The relatively high proportion of respondents indicating regular reviews demonstrates a commitment toward ensuring that recovery procedures remain effective and aligned with institutional needs. However, the findings also reveal that a considerable proportion of respondents reported occasional or rare reviews, which may affect the organization's ability to respond effectively to emerging disaster-related challenges.

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Regular review of disaster recovery plans allows institutions to identify weaknesses, incorporate lessons learned from previous incidents, and adapt to technological and operational changes. Organizations that fail to periodically review their disaster recovery plans may experience delays and inefficiencies during disaster response and recovery processes. Therefore, Bagamoyo District Council should strengthen its mechanisms for conducting periodic reviews and simulation exercises to ensure that disaster recovery plans remain practical, relevant, and effective in supporting uninterrupted public service delivery.

4.4 Effectiveness of Disaster Recovery Plans and Implementation

The second specific objective sought to assess the effectiveness of disaster recovery plans and implementation in Bagamoyo District Council. To measure this, respondents were asked to rate how effective the current plans are in restoring public services and infrastructure after disasters.

4.4.1 Effective Is the Disaster Recovery Plan in Restoring Public Services After Disasters

Respondents were asked to indicate how effective the existing disaster recovery plan is in restoring public services following disaster events. Their responses provide important insights into the strengths and limitations of the current disaster recovery mechanisms within the council

Table 4.5: Is the Disaster Recovery Plan Effective in Restoring Public Services After Disasters N=30

Response	Frequency	Percentage %
Very effective	1	3
Effective	9	30
Moderately effective	5	17
Not effective	15	50

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Total	**30**	**100**

Source: Field data (2026)

The findings in Table 4.5 indicate that half of the respondents, 15 (50%), perceived the disaster recovery plan as not effective in restoring public services after disasters. Furthermore, 5 (17%) of the respondents rated the plan as moderately effective, while 9 (30%) considered it effective. Only 1 (3%) respondent indicated that the disaster recovery plan was very effective.

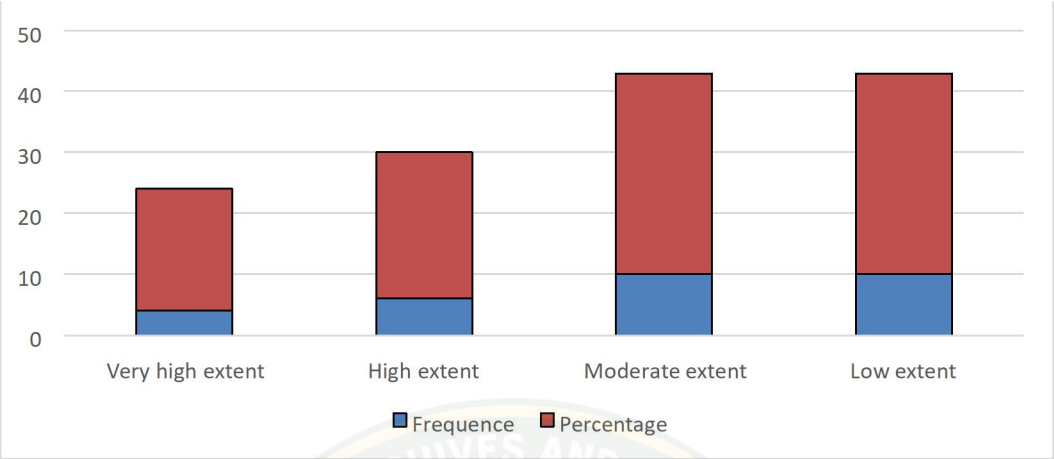
These findings suggest that although some disaster recovery mechanisms are in place within Bagamoyo District Council, significant challenges remain in ensuring the timely and efficient restoration of public services following disasters. The high proportion of respondents who viewed the plan as not effective may indicate weaknesses in implementation, inadequate resource allocation, insufficient preparedness measures, or limited institutional capacity to respond effectively during emergencies.

4.4.2 disaster recovery plan minimize service disruptions

A critical measure of the effectiveness of any disaster recovery plan is its actual ability to minimize disruptions to essential public services. To evaluate this, respondents were presented with a statement.

Figure 4.3 disaster recovery plan minimize service disruptions

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Source: Field study (2026)

The findings in Table 4.4 demonstrate that a majority of the respondents, 20 out of 30 (66.7%), either agreed or strongly agreed that the disaster recovery plan has been effective in minimizing service disruptions. This suggests that the frameworks and protocols discussed in Section 4.3 have practical value in preventing total shutdowns of council operations during crises such as floods or storms.

During the interviews with the Heads of Departments, it was revealed that the minimization of disruptions is primarily achieved through administrative contingency measures. For instance, one Head of Department stated.

4.4.3 Overall Rating of Disaster Recovery Plan Implementation

To further assess the effectiveness of disaster recovery plans, respondents were asked to provide a general rating of how the disaster recovery plans are actually implemented within Bagamoyo District Council. This question provided a holistic measure of the plans' translation from theory (documented frameworks) into practice. Respondents were asked

Table 4.6 Overall Rating of Disaster Recovery Plan Implementation N=30

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Rating scale	**Frequency**	Percentage%
Excellent	3	10
Good	12	40
Fair	10	33
Poor	5	16
Total	**30**	**100**

Source: Field study (2026)

The data in Table 4.5 reveals a moderately positive but largely average perception of implementation effectiveness. The majority of respondents, 12 (40.0%), rated the implementation as "Good," indicating that the basic elements of the disaster recovery plan are actively put into practice when necessary. However, a significant portion of the respondents, 10 (33.3%), rated the implementation as "Fair," suggesting that while there is some level of execution, it is inconsistent or lacks depth. Furthermore, 5 (16.7%) respondents rated the implementation as "Poor," while only 3 (10.0%) considered it "Excellent."

When cross-examined during the interviews, the Heads of Departments provided context for these ratings. Those who rated the implementation as "Good" or "Excellent" primarily based their assessment on the successful execution of administrative and records recovery tasks. One Head of Department explained**:**

4.5 Challenges Hindering Effective Disaster Recovery Planning and Implementation

The third specific objective was to identify the key challenges hindering effective disaster recovery planning and implementation. Respondents were asked to select the single most significant challenge facing the Bagamoyo District Council.

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4.5.1 Major Challenges Affecting Disaster Recovery Planning

Respondents were asked to identify the single most significant challenge affecting the planning phase of disaster recovery in their organization.

Table 4.7 Major Challenge Affecting Disaster Recovery Planning (N=30)

Challenge	Frequency	Percentage%
Lack of funding	14	47
Lack of skilled personnel	7	23
Poor infrastructure	5	17
Weak coordination	4	13
Total	**30**	**100**

Source: Field study (2026

The findings in Table 4.6 reveal that the lack of funding is the dominant challenge in the planning phase, selected by nearly half of the respondents (46.7%). Without adequate financial resources, the council struggles to conduct comprehensive risk assessments, hire disaster planning consultants, and procure the necessary equipment to draft robust recovery plans. The second most cited challenge was the lack of skilled personnel (23.3%), indicating that even when there is a willingness to plan, the internal capacity to design technically sound disaster recovery frameworks is limited. Poor infrastructure (16.7%) and weak coordination (13.3%) were also noted but to a lesser extent.

These findings align perfectly with the literature reviewed in Chapter Two. As Benson and Clay (2004) noted, inadequate funding severely restricts the development of disaster recovery plans in local government authorities. Furthermore, the lack of skilled personnel supports Haddow, Bullock, and Coppola's (2020) argument that effective disaster recovery requires trained

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professionals with specialized knowledge in risk management, which is often missing in public institutions.

4.5.2 Factors Affecting the Implementation of Disaster Recovery Plans

While planning is the first step, putting those plans into action presents its own set of hurdles. Respondents were asked to identify the factor that most affects the actual implementation of the plans.

Table 4.8: Factor Most Affecting Implementation of Disaster Recovery **Plans**

(N=30)

Factor	**Frequency**	**Percentage%**
Inadequate training	6	20
Limited technological resources	12	40
Lack of management support	7	23
Poor communication systems	5	17
Total	**30**	**100**

Source: Field study (2026)

The data shows a shift in the primary barrier when moving from planning to implementation. Limited technological resources emerged as the leading factor hindering implementation, cited by 40.0% of the respondents. During the interviews, technical staff elaborated on this issue, noting that while the disaster recovery plan dictates the use of automated cloud backups and secondary servers, the council lacks the bandwidth, modern servers, and consistent internet connectivity to execute these steps.
Consequently, implementation reverts to manual, time-consuming processes.

Lack of management support (23.3%) and inadequate training (20.0%) were also significant barriers. An administrative staff member interviewed explained:

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"Sometimes the plan is there, but management does not prioritize disaster recovery drills. We are told to focus on our daily routine work, so the implementation of the plan is pushed aside until a disaster actually happens." This supports Alexander's (2002) assertion that poor technological capacity and weak institutional support delay response and recovery activities in local authorities.

4.5.3 Challenges that Frequently Delay Disaster Recovery Activities

Finally, the study sought to identify the specific challenge that most frequently causes delays when the council is actively trying to recover from a disaster event.

Table 4.9: Challenge that Frequently Delays Disaster Recovery Activities (N=30)

Challenge	Frequency	Percentage %
Financial constraints	16	53
Insufficient human resources	5	17
Inadequate disaster preparedness	6	20
Lack of clear policies and guidelines	3	10
Total	**30**	**100**

Source: Field study (2026)

Financial constraints are the overwhelming cause of delays, chosen by more than half of the respondents (53.3%). The cycle of challenges becomes evident here: a lack of funding leads to a poorly resourced plan (Table 4.6), which cannot be fully implemented due to a lack of technology (Table 4.7), and when a disaster strikes, the council lacks the emergency funds needed to quickly procure replacement items, repair damaged infrastructure, or mobilize rapid response teams.

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Inadequate disaster preparedness (20.0%) was the second highest factor. Interviewees pointed out that because they do not conduct regular simulation drills, staff are often confused about their exact roles when a real crisis occurs, leading to operational bottlenecks and delays. This validates Coppola's (2015) observation that institutions which fail to conduct regular drills end up with outdated or impractical plans that fail during actual disasters, resulting in severe delays.

4.6 Solutions to Improve Disaster Recovery Effectiveness

The final specific objective of this study was to identify the best solutions to improve disaster recovery effectiveness in Bagamoyo District Council. Respondents were asked to select the most viable solution from a list of options.

4.6.1 Solutions to Improve Disaster Recovery Effectiveness

To determine the most impactful remedy for the overall effectiveness of disaster recovery, respondents were asked: "Which solution would best improve disaster recovery effectiveness.

Table 4.10: Best Solution to Improve Disaster Recovery Effectiveness **(N=30)**

Proposed Solution	**Frequency**	**Percentage %**
Increase funding	12	40
Improve staff training	6	20
Invest in technology and systems	9	30
Strengthen policies and coordination	3	10
Total	**30**	**100**

Source: Field study (2026)

The data reveals that increasing funding is considered the most critical solution, selected by 40.0% of the respondents. This directly correlates with the findings in

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Section 4.5, where lack of funding was identified as the primary bottleneck in both the planning phase and the cause of recovery delays. Respondents argued that with dedicated budget lines for disaster management, the council could address multiple weaknesses simultaneously, such as hiring experts and buying equipment.

Investing in technology and systems was the second most preferred solution (30.0%). During the key informant interviews, one Head of Department emphasized this point: "If the central government or development partners can help us modernize our ICT infrastructure like setting up proper servers and cloud backups our recovery effectiveness will automatically improve because our records and systems will be secure." These findings support the World Bank's (2021) position that governments must allocate sufficient budgets to disaster risk management to ensure institutions are well-equipped for emergencies.

4.6.2 Strategies to Enhance Disaster Preparedness

Respondents were further asked to identify the specific strategy that would best enhance disaster preparedness within the council.

Table 4.11: Best Strategy to Enhance Disaster Preparedness (N=30)

Strategy	Frequency	Percentage%
Conduct regular simulation exercises	14	47
Provide continuous staff training	5	17
Improve resource allocation	8	27
Strengthen stakeholder collaboration	3	10
Total	**30**	**100**

Source: Field study (2026)

Interestingly, despite funding being the top solution for overall effectiveness, "conducting regular simulation exercises" emerged as the overwhelming favorite

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for improving preparedness, chosen by 46.7% of the respondents. This indicates a strong awareness among the staff that theoretical plans are insufficient without practical application. Staff members noted that simulations do not necessarily require massive budgets; rather, they require management commitment and time allocation to practice evacuation procedures, data recovery drills, and role-playing emergency scenarios.

Improving resource allocation (26.7%) was the second choice, while continuous staff training (16.6%) and stakeholder collaboration (10.0%) followed. This preference for drills aligns perfectly with ISO 22301 (2020) standards, which stress that organizations must conduct simulation exercises to evaluate the effectiveness of their recovery plans and ensure staff are familiar with their roles before a real disaster strikes.

4.6.3 Measures to Improve Implementation of Disaster Recovery Plans

Finally, to address the specific hurdles faced during the execution phase of the plans (where limited technological resources were the main barrier), respondents were asked to select the best measure to improve implementation. The responses are summarized in Table 4.11.

Table 4.12: Best Measure to Improve Implementation of Disaster Recovery Plans (N=30)

Measure	Frequency	Percentage %
Developing clear recovery policies	4	13
Improving ICT infrastructure	11	36
Increasing budget allocation	9	30
Conducting regular monitoring and evaluation	6	20

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Total	**30**	**100**

Source: Field study (2026)

Reflecting the technological deficits improving ICT infrastructure was the most selected measure (36.7%) to boost implementation. Technical staff argued that having reliable internet, automated backup systems, and redundant servers would make the execution of the disaster recovery plan seamless. As one ICT personnel stated, "You cannot implement a digital recovery plan using analog tool. We need the infrastructure to match the policy."

Increasing budget allocation closely followed at 30.0%, reinforcing the narrative that financial and technological solutions are intertwined. Furthermore, 20.0% of respondents selected "conducting regular monitoring and evaluation (M&E)," indicating a recognition that implementation is an ongoing process that requires oversight to ensure compliance and identify areas for improvement. This aligns with the OECD's (2020) recommendation that effective disaster recovery requires not just clear policies, but robust mechanisms for monitoring and evaluation to ensure institutional accountability.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0. Introduction

This chapter presents the summary of the major findings, draws conclusions based on the research objectives, and offers practical recommendations for improving records management in support of public service delivery. The chapter also highlights areas for further research to address gaps not fully explored in the current study. The aim is to provide a comprehensive reflection on the study's results and contribute meaningful suggestions for strengthening records management systems in public institutions.

5.1 Summary of the Study

This study investigated the evaluation of disaster recovery planning and its effectiveness in Tanzania Local Government Authorities using Bagamoyo District Council as a case study. The study aimed to examine existing disaster recovery planning frameworks and practices, assess the effectiveness of disaster recovery plans and implementation, identify challenges hindering effective disaster recovery planning, and propose possible solutions to improve disaster recovery effectiveness. A descriptive research design with both qualitative and quantitative approaches was employed, involving 30 respondents selected from administrative staff, technical/ICT staff, and heads of departments. Data were collected through questionnaires, interviews, observation, and documentary review. The findings revealed that the council utilizes various disaster recovery practices such as emergency response procedures, staff training and preparedness, infrastructure

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recovery systems, and accountability mechanisms to support continuity of public services during disasters. The study further found that disaster recovery plans were generally effective in restoring services and infrastructure after disasters, although challenges such as lack of funding, poor infrastructure, shortage of skilled personnel, and weak coordination continue to affect implementation.

5.1.1. Disaster Recovery Planning Frameworks and Practices

The study found that Bagamoyo District Council has established several disaster recovery planning frameworks and practices aimed at ensuring continuity of public services during disasters. The most common practices identified were emergency response procedures, staff training and preparedness, accountability mechanisms, and infrastructure recovery systems. The findings indicate that these practices help the council to respond quickly to emergencies, improve coordination among departments, and support effective service delivery during and after disasters.

5.1.2 Effectiveness of Disaster Recovery Plans and Implementation

The study found that disaster recovery plans and implementation in Bagamoyo District Council are generally effective in restoring public services and infrastructure after disasters. Most respondents reported that the existing recovery mechanisms support quick response, reduce service disruption, and improve continuity of operations during emergencies. The findings further revealed that effective disaster recovery planning enhances institutional resilience, accountability, and coordination in service delivery.

5.1.3 Challenges Hindering Effective Disaster Recovery Planning and Implementation

The study identified several challenges affecting effective disaster recovery planning and implementation in Bagamoyo District Council. The major challenges

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included lack of funding, poor infrastructure, shortage of skilled personnel, and weak coordination among departments and stakeholders. These challenges limit the council's ability to effectively implement disaster recovery plans, respond efficiently to disasters, and maintain continuity of public services during emergencies.

5.1.4 Solutions to Improve Disaster Recovery Effectiveness

The study found that improving disaster recovery effectiveness requires increased funding, improved technology and systems, provision of staff training, and strengthening of policies and coordination mechanisms. Respondents emphasized that adequate financial resources and modern technological systems are essential for supporting disaster preparedness and recovery operations, while continuous staff training and strong coordination help ensure efficient implementation of disaster recovery plans within the council.

5.2. Conclusion

The study concludes that disaster recovery planning plays an important role in ensuring continuity of public services and improving institutional resilience within local government authorities. The findings revealed that Bagamoyo District Council has established disaster recovery frameworks and practices that support emergency response and service restoration after disasters. Although the existing disaster recovery plans were found to be generally effective, their implementation is still affected by challenges such as inadequate funding, poor infrastructure, shortage of skilled personnel, and weak coordination mechanisms. Therefore, the study concludes that strengthening financial support, improving technology and infrastructure, enhancing staff capacity through training, and strengthening policies and coordination systems are essential for improving the effectiveness of disaster recovery planning and implementation in local government authorities in Tanzania.

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5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance the effectiveness of records management in supporting health services:

i. The government and local government authorities should allocate adequate financial resources to support disaster recovery planning, infrastructure improvement, and emergency preparedness activities in order to ensure effective implementation of disaster recovery plans.
ii. Bagamoyo District Council should strengthen staff capacity through regular training, workshops, and simulation exercises to improve knowledge and skills related to disaster recovery planning and emergency response.
iii. Local government authorities should improve coordination mechanisms and invest in modern technology and information systems to enhance communication, data protection, and continuity of public services during and after disasters.

5.4 Area for Further Study

Although this study provided significant insight into records management in public service, additional research is recommended in the following areas:

i. The role of information and communication technology (ICT) in improving disaster recovery planning in local government authorities.
ii. Assessment of community participation in disaster preparedness and recovery processes in Tanzania local government authorities.
iii. The impact of staff training on the effectiveness of disaster recovery implementation in public institutions.
iv. Evaluation of policy implementation and coordination mechanisms in disaster management among local government authorities in Tanzania.

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APPENDIX I

RESEARCH BUDGET

The study was requiring money in order to achieve the goal for the data collection. It includes stationary, computer typing, printing, photocopying and transport expenses as well as daily expenses for the researcher survival. The expenditure was as follows;

S/N	DETAILS	AMOUNT IN TSH.
01.	A ream paper	18000/=
02.	Transport expenses	80,000/=
03.	Secretarial services	70,000/=
04.	Other related expenses	80,000/=
05.	Communication and miscellaneous expenses	30,000/=
TOTAL		**229,000/=**

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APPENDIX II:

RESEARCH WORK PLAN SCHEDULE OR TIME PLAN DURING THE PROCESS OF PREPARE A RESEARCH REPORT.

ACTIVITIES	APPRIL	MEI	JUNE	JULY	AUGOST
Data collection at ministry of land housing and human settlement development.					
Start to formulate data analysis and summary, conclusion and recommendation.					
Submit first draft of research report					
Submit finally draft of research report.					

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Collect research report to research department.					

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APPENDIX III

QUESTIONNAIRE FOR RECORD OFFICER AND ADMINISTRATION STAFF

Dear respondents,

I am **Jeska Bonifas Kaloli** a student at School of Library, Archive and Documentation Studies (SLADS), am pursuing diploma of Record and archive management. The aim of this questionnaire is to collect information on "**Evaluation of the Disaster Recovery Plan and Its Effectiveness in Tanzania Local Government Authorities**: A Case of Bagamoyo District council". Your responses were totally unidentified and highest degree of confidentiality was maintained. Therefore, I request you to answer the following questions honestly and openly as you can. It is my sincere hope that I will receive maximum cooperation.

INSTRUCTION; (Put a tick to your answer)

1. Age

a) 18 –25 ( )
b) 26- 35 ( )
c) 36-45 ( )
d) Above 45 ( )

2. Gender

a) Male ( )
b) Female ( )

3. Level of education

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a) Certificate ( )

b) Diploma ( )

c) Bachelor Degree ( )

d) Masters ( )

e) PHD ( )

Section B: To examine the existing disaster recovery planning frameworks and practices.

1. Which disaster recovery planning framework is commonly used in your organization?

    a) Disaster recovery policy

    b) Emergency response procedures

    c) Business continuity plan

    d) Data backup and recovery plan

2. Which disaster recovery practice is frequently implemented in your organization?

    a) Regular staff training

    b) Data backup procedures

    c) Infrastructure recovery mechanisms

    d) Risk assessment activities

3. How often are disaster recovery plans reviewed in your organization?

    a) Regularly

    b) Occasionally

    c) Rarely

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d) Never

Section C: To assess the effectiveness of disaster recovery plans and implementation.

4. How effective is the disaster recovery plan in restoring public services after disasters? a) Very effective
   b) Effective
   c) Moderately effective
   d) Not effective

5. To what extent does the disaster recovery plan minimize service disruptions?
   a) Very high extent
   b) High extent
   c) Moderate extent
   d) Low extent

6. How would you rate the implementation of disaster recovery plans in your organization?
   a) Excellent
   b) Good
   c) Fair
   d) Poor

Section D: To identify the challenges hindering effective disaster recovery planning and implementation.

7. What is the major challenge affecting disaster recovery planning in your organization?
   a) Lack of funding

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b) Lack of skilled personnel

c) Poor infrastructure

d) Weak coordination

8. Which factor most affects the implementation of disaster recovery plans?

a) Inadequate training

b) Limited technological resources

c) Lack of management support

d) Poor communication systems

9. What challenge frequently delays disaster recovery activities in your organization?

a) financial constraints

b) Insufficient human resources

c) Inadequate disaster preparedness

d) Lack of clear policies and guidelines

Section E: To identify possible solutions to challenges hindering effective disaster recovery planning and implementation.

10. Which solution would best improve disaster recovery effectiveness?

a) Increase funding

b) Improve staff training

c) Invest in technology and systems

d) Strengthen policies and coordination

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11. Which strategy would enhance disaster preparedness in your organization?

a) Conduct regular simulation exercises
b) Provide continuous staff training
c) Improve resource allocation
d) Strengthen stakeholder collaboration

12. Which measure would improve the implementation of disaster recovery plans?

a) Developing clear recovery policies
b) Improving ICT infrastructure
c) Increasing budget allocation
d) Conducting regular monitoring and evaluation

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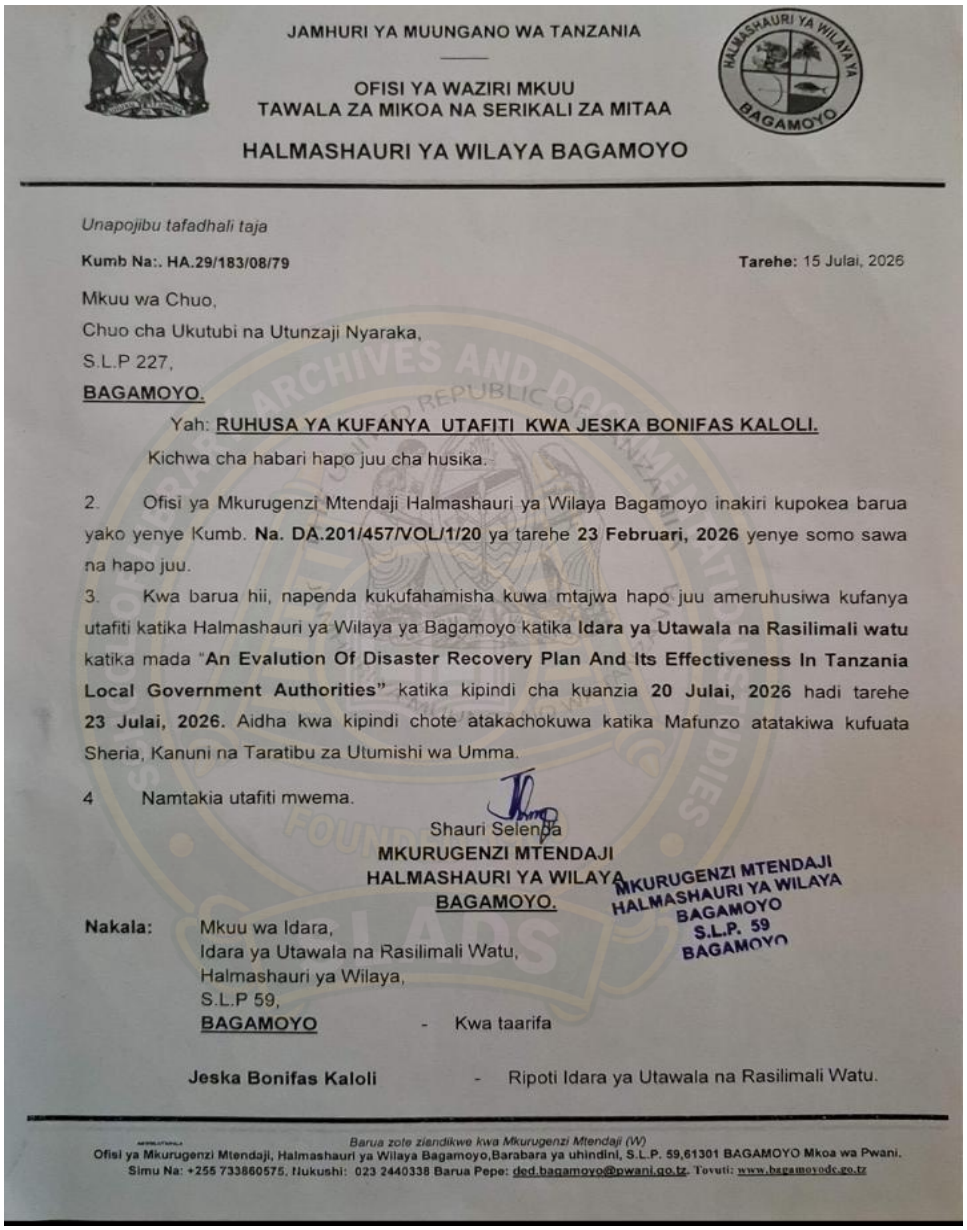
APPENDIX VI

INTERVIEW GUIDE FOR HEAD OF DEPARTMENT

1. Respondent age?
2. Respondent gender?
3. What is your highest level of education?
4. What disaster recovery planning frameworks and practices exist?
5. What effectiveness of disaster recovery plans and implementation?
6. What are the challenges hinder effecting disaster recovery planning and implementation?
7. What are possible solutions to challenges hinders effecting disaster recovery planning and implementation?

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APPENDIX V



JAMHURI YA MUUNGANO WA TANZANIA

OFISI YA WAZIRI MKUU
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

HALMASHAURI YA WILAYA BAGAMOYO

Unapojibu tafadhali taja

Kumb Na:. HA.29/183/08/79 **Tarehe:** 15 Julai, 2026

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

Yah: **RUHUSA YA KUFANYA UTAFITI KWA JESKA BONIFAS KALOLI.**

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 sawa na hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa hapo juu ameruhusiwa kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika **Idara ya Utawala na Rasilimali watu** katika mada "**An Evalution Of Disaster Recovery Plan And Its Effectiveness In Tanzania Local Government Authorities**" katika kipindi cha kuanzia **20 Julai, 2026** hadi tarehe **23 Julai, 2026.** Aidha kwa kipindi chote atakachokuwa katika Mafunzo atatakiwa kufuata Sheria, Kanuni na Taratibu za Utumishi wa Umma.

4 Namtakia utafiti mwema.

Shauri Selenga
MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO.

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

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

Jeska Bonifas Kaloli - Ripoti Idara ya Utawala na Rasilimali Watu.

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.
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