SCHOOL OF LIBRARY, ARCHIVES AND DOCUMENTATION STUDIES (SLADS)

THE INFLUENCE OF DISASTER PREPAREDNESS STRATEGIES ON THE SUSTAINABILITY OF RECORDS MANAGEMENT SYSTEMS IN PUBLIC SECTOR INSTITUTIONS: A CASE STUDY OF TANZANIA REVENUE AUTHORITY (TRA), KINONDONI TAX REGION

PREPARED BY:

JAPHET PETER MBIZI

A research report submitted to the School of Library, Archives and Documentation Studies in partial fulfilment of the requirements for the award of an Ordinary Diploma in Records and Archives Management.

AUGUST 2026.

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CERTIFICATION

I certify that this research report entitled “The Influence of Disaster Preparedness Strategies on the Sustainability of Records Management Systems in Public Sector Institutions: A Case Study of Tanzania Revenue Authority (TRA), Kinondoni Tax Region” was carried out by Japhet Peter Mbizi under my supervision and is submitted in partial fulfilment of the requirements for the award of an Ordinary Diploma in Records and Archives Management.

Supervisor: .....

Signature: .....

Date: .....

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DECLARATION

I, JAPHET PETER MBIZI, declare that this research report is my own original work and has not been submitted to any other institution for the award of any academic qualification.

Signature: .....

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Finally, I thank my classmates, friends and family for their encouragement, moral support and understanding throughout my studies. Any errors or shortcomings that remain in this report are entirely my own.

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DEDICATION

I dedicate this research report to my beloved family, whose love, sacrifice and unwavering support have been the foundation of my academic journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

CCTV	–	Closed-Circuit Television
DRM	–	Disaster Risk Management
HR	–	Human Resources
ISO	–	International Organization for Standardization
IT	–	Information Technology
PMU	–	Procurement Management Unit
PSSSF	–	Public Service Social Security Fund
RM	–	Records Management
SLADS	–	School of Library, Archives and Documentation Studies
SPSS	–	Statistical Package for the Social Sciences
TRA	–	Tanzania Revenue Authority
UNDRR	–	United Nations Office for Disaster Risk Reduction
UNESCO	–	United Nations Educational, Scientific and Cultural Organization

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ABSTRACT

This study assessed the contribution of disaster preparedness strategies to the sustainability of records management systems in public sector institutions, using the Tanzania Revenue Authority (TRA), Kinondoni Tax Region, as a case study. Specifically, the study sought to identify the disaster preparedness strategies currently implemented for physical and electronic records, examine the staff, technological, infrastructural, managerial and financial factors affecting their implementation, and assess their contribution to records accessibility, integrity, continuity of operations and long-term preservation.

The study targeted 40 respondent questionnaire participants and 5 interview participants. Of the 40 questionnaires distributed, 36 were returned, giving a questionnaire response rate of 90%. All five interviews were completed, giving an overall actual participation of 40 out of 40 participants (100%). Questionnaire data were analyzed using descriptive statistics, while interview data were analyzed thematically.

The findings showed that although TRA had established certain disaster preparedness strategies, their implementation was not fully effective due to gaps in staff training and awareness, ageing storage infrastructure, weaknesses in disaster-recovery arrangements and limited financial resources. The study concludes that disaster preparedness is central to sustaining records management in public sector institutions and recommends regular staff training, modernization of storage infrastructure, adoption of reliab1le digital backup and recovery systems, increased financial allocation for disaster preparedness, periodic simulation exercises, and the integration of disaster preparedness into institutional policy frameworks. The findings offer practical guidance to TRA and comparable public institutions seeking to strengthen the resilience of their records management systems.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

In the contemporary landscape of public sector organizations, where data integrity and operational continuity are paramount, disaster preparedness strategies are critical to ensuring the long-term viability of records management systems (Duranti, 2010; ISO 22301:2019). These strategies encompass proactive measures designed to mitigate risks from both natural and man-made disasters, such as floods, fires, cyberattacks or pandemics, all of which can severely disrupt access to essential records (UNDRR, 2023). This study examines the contribution of such strategies to the sustainability of records management systems, with specific reference to the Tanzania Revenue Authority (TRA), Kinondoni Tax Region.

TRA, as the principal authority responsible for revenue collection and administration in Tanzania, relies heavily on robust records management to maintain fiscal accountability, statutory compliance and service delivery (Tanzania Revenue Authority Act, Cap. 339, 1995). This chapter presents the historical background of the study, the statement of the problem, the research objectives and questions, the significance of the study, its scope, its limitations and the operational definitions of key terms used throughout the report.

1.1 Historical Background of the Study

1.1.1 Global Context

The concept of disaster preparedness in records management is rooted in the broader field of disaster risk management (DRM), which gained formal recognition internationally through the work of bodies such as UNESCO and the International Organization for Standardization (ISO). By the mid-twentieth century, growing recognition of the vulnerability of documentary heritage led national archives and library associations to develop guidelines for the protection of vital records during emergencies (UNESCO,

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1967). The emergence of digital records toward the close of the twentieth century introduced new categories of risk, including data corruption, system failure and cyber-intrusion, prompting the development of internationally recognized frameworks such as ISO 22301, which integrates disaster preparedness into business continuity management for information systems (ISO 22301:2019).

1.1.2 African Context

Within Africa, growing exposure to climate-related hazards – including floods, droughts and cyclones – has intensified attention to disaster risk reduction in public institutions since the 1990s (UNDRR, 2023). Reports from the United Nations Office for Disaster Risk Reduction have consistently emphasized the need for African governments to integrate disaster risk management into routine public sector operations, including the management of institutional records (UNDRR, 2023).

1.1.3 Tanzanian Context

In Tanzania, growing exposure to floods and other climate-related hazards has heightened concern over the resilience of public sector record-keeping systems (UNDRR, 2023). Public institutions responsible for revenue administration, land management and social services increasingly hold both physical and electronic records whose loss or compromise would have significant operational and financial consequences. National policy instruments, including Tanzania's disaster risk management strategy, underscore the need to embed resilience-building measures within public sector institutions (World Bank, 2023).

1.1.4 TRA Kinondoni Tax Region

The Tanzania Revenue Authority was established under the Tanzania Revenue Authority Act, Cap. 339 of 1995, and is mandated to assess, collect and account for revenue derived from taxes. The Kinondoni Tax Region, located in Dar es Salaam, handles a substantial volume of taxpayer and administrative records in both physical and electronic form. Due to the critical nature of these records, effective disaster preparedness strategies are

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essential to ensure their protection, accessibility and continuity of institutional during and after disaster events.

1.2 Statement of the Problem

1.2.1 The Ideal Situation

Ideally, public sector institutions such as TRA should have comprehensive, well-resourced and consistently implemented disaster preparedness strategies covering both physical and electronic records. Such strategies should ensure that records remain accessible, authentic, and usable, and that institutional operations can resume promptly following any disruptive event (ISO 22301:2019; Duranti, 2010).

1.2.2 The Actual Situation

At the Tanzania Revenue Authority (TRA), Kinondoni Tax region, disaster preparedness for records management have been implemented to some extent. However, findings from the study revealed several challenges affecting their effectiveness, including limited awareness among some employees, and in adequate staff training these challenges reduce the institution's ability to protect both physical and electronic records during disaster situations.

1.2.3 Evidence of the Problem

Evidence obtained from the questionnaires, interviews and document review revealed that although disaster preparedness measures exist at TRA Kinondoni Tax Region, their implementation is not fully effective. Most respondents indicate that staff training on disaster preparedness is inadequate, disaster preparedness drills are conducted infrequently and financial resources allocated for disaster preparedness activities are limited. These findings demonstrate the need to strengthen the disaster strategies to ensure the sustainability of records management systems.

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1.2.4 Consequences of the Problem

Where disaster preparedness strategies are weak or inconsistently applied, public institutions risk irreversible loss of records, prolonged disruption of service delivery, compromised fiscal accountability and diminished public trust (UNDRR, 2023; ISO 15489-1:2016).

1.2.5 The Research Gap and How This Study Addresses It

Existing studies on disaster preparedness in records management have concentrated largely on national archives and library institutions, with comparatively little empirical attention paid to revenue authorities and other tax administration bodies (Mnjama, 2003; Kimaro & Mutagahywa, 2021). Furthermore, few studies have directly examined how disaster preparedness strategies contribute to the specific sustainability indicators of accessibility, integrity, continuity of operations and long-term preservation. This study addresses that gap by empirically assessing the contribution of disaster preparedness strategies to the sustainability of records management systems at TRA, Kinondoni Tax Region.

1.3 Research Objectives

1.3.1 General Objective

To assess the contribution of disaster preparedness strategies to the sustainability of records management systems at the Tanzania Revenue Authority, Kinondoni Tax Region.

1.3.2 Specific Objectives

i. To identify disaster preparedness strategies currently implemented for physical and electronic records at TRA Kinondoni Tax Region.
ii. To examine the staff, technological, infrastructural, managerial and financial factors affecting the implementation of disaster preparedness strategies.
iii. To assess the contribution of disaster preparedness strategies to records accessibility, integrity, continuity of operations and long-term preservation.

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1.4 Research Questions

I. What disaster preparedness strategies are currently implemented for physical and electronic records at TRA Kinondoni Tax Region?

II. What staff, technological, infrastructural, managerial and financial factors affect the implementation of disaster preparedness strategies at TRA Kinondoni Tax Region?

III. What is the contribution of disaster preparedness strategies to records accessibility, integrity, continuity of operations and long-term preservation at TRA Kinondoni Tax Region?

1.5 Significance of the Study

This study holds practical and academic value. For TRA, it provides evidence-based insight into the strengths and weaknesses of existing disaster preparedness arrangements, which can inform improvements to institutional policy and practice (TRA management may use the findings to guide resource allocation for records protection). For policymakers, the findings contribute to broader national efforts to embed disaster risk management within public sector institutions (World Bank, 2023). Academically, the study contributes to the limited body of literature on disaster preparedness within revenue authorities in Tanzania and provides a basis for further research in similar public sector institutions.

1.6 Scope of the Study

1.6.1 Geographical Scope

The study was confined to the Tanzania Revenue Authority, Kinondoni Tax Region, in Dar es Salaam.

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1.6.2 Content Scope

The study focused on disaster preparedness strategies for physical and electronic records and their contribution to records accessibility, integrity, continuity of operations and long-term preservation.

1.6.3 Respondent Scope

The study involved records management staff, information technology personnel, administrative staff, internal audit officers and external experts at TRA Kinondoni Tax Region.

1.6.4 Time Scope

This study is conducted at "Tanzania Revenue Authority in Kinondoni Tax region, and employees from different departments will be involved for providing necessary information about the study. Under the content of the study, it will cover on different areas in disaster preparedness strategies in sustainability of records management system .

1.7 Limitations of the Study

During the course of this study, several limitations were experienced. First, time constraints limited the period available for data collection because respondents had demanding work schedules. This challenge was addressed by arranging appointments in advance and collecting data during periods that were convenient for the respondents. Second, financial limitations affected the ability to visit respondents frequently and print a large number of research materials. This challenge was managed by preparing a realistic budget and using available resources efficiently. Third, some respondents were initially reluctant to participate because they considered the information related to records management to be confidential. This challenge was addressed by explaining the academic purpose of the study, assuring respondents of confidentiality and anonymity, and obtaining informed consent before data collection. Despite these limitations, sufficient data were successfully collected to achieve the objectives of the study.

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1.8 Definition of Key Terms

Disaster: A sudden, disruptive event – natural or man-made – that has the potential to damage, destroy or restrict access to institutional records and disrupt normal operations (UNDRR, 2023).

Disaster Resilience: The capacity of an institution and its records systems to withstand, adapt to and recover promptly from disruptive events while maintaining essential functions (ISO 22301:2019).

Disaster Preparedness Strategies: A continuous cycle of planning, organizing, training, equipping, exercising and evaluating measures intended to enhance an institution's capacity to respond to disasters (ISO 22301:2019).

Physical Records: Records created, received and maintained in tangible, non-digital form, such as paper files and documents.

Electronic Records: Records created, received, stored or transmitted in digital form using computer systems or other electronic media (ISO 15489-1:2016).

Public-Sector Institution: An organization owned, funded or controlled by government and mandated to deliver public services, such as the Tanzania Revenue Authority.

Records Sustainability: The capacity to maintain the accessibility, integrity, authenticity and usability of records over time, regardless of technological or organizational change (Duranti, 2010).

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature relevant to disaster preparedness and the sustainability of records management systems. It presents the theoretical framework underpinning the study, reviews empirical literature organized according to the study's specific objectives, presents the conceptual framework, and identifies the research gap that the study addresses.

2.1 Theoretical Framework

2.1.1 The Records Continuum Model

The Records Continuum Model, developed by Upward (1996), conceptualizes recordkeeping as a set of continuous, overlapping processes – creation, capture, organization and pluralization – rather than a linear lifecycle with a fixed end point. The model emphasizes that records exist within a multidimensional space shaped by organizational context, social factors and external threats, including disasters. Applied to TRA, the model suggests that disaster preparedness should not be treated as a discrete, one-off activity, but embedded continuously across every stage of the records management process, from creation through to long-term preservation.

2.1.2 The Risk Management Framework (ISO 31000)

ISO 31000 is an internationally recognized risk management standard, first published by the International Organization for Standardization in 2009 and revised in 2018 (ISO 31000:2018); it is properly understood as a risk-management framework rather than a theory in the strict academic sense, though it provides principles that scholars such as Hopkin (2018) have applied to organizational risk practice. The framework comprises four core elements relevant to this study: risk identification (recognizing hazards to records), risk assessment (analyzing the likelihood and consequence of these hazards), risk

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mitigation (implementing measures to reduce exposure) and risk monitoring (reviewing and adapting measures as conditions change) (Hopkin, 2018; ISO 31000:2018).

Taken together, the Records Continuum Model and the ISO 31000 risk-management framework complement one another: the former situates disaster preparedness as an ongoing element of recordkeeping, while the latter provides a systematic process for identifying, assessing and mitigating the risks that preparedness strategies are designed to address. Applied jointly to TRA's context, they suggest that sustainable records management depends on continuous risk-informed planning integrated into every stage of the records continuum.

2.2 Empirical Literature Review

2.2.1 Disaster Preparedness Strategies for Physical and Electronic Records

Duranti (2010), in a study titled "Strategies for Managing Electronic Records for Disaster Preparedness in Developing Countries," examined how institutions in developing contexts plan for the protection of electronic records, and found that many lacked adequate strategies covering both digital and physical holdings. The study's methodology combined document analysis with institutional case comparisons; its principal limitation was a narrow focus on electronic records, with limited attention to hybrid (physical and electronic) recordkeeping environments – a gap the present study addresses by examining both record types at TRA.

Mnjama (2003), in "The Challenges of Management of Electronic Records," used a survey of public sector archives in East Africa and found that disaster preparedness measures were frequently ad hoc rather than systematically planned. While methodologically sound for the archives sector, the study did not extend to revenue-collection institutions, which the present study addresses by focusing specifically on TRA.

2.2.2 Factors Affecting Implementation of Disaster Preparedness Strategies

Kimaro and Mutagahywa (2021), in "Assessment of Disaster Recovery Planning and Implementation in Public Institutions: A Case of Tanzania Revenue Authority," used a

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mixed-methods case study approach and found that implementation of disaster recovery plans in Tanzanian public institutions, including TRA, was constrained by inadequate funding, limited staff training and insufficient management support. The study is directly relevant to the present research; however, it examined disaster recovery broadly rather than disaggregating the specific staff, technological, infrastructural, managerial and financial factors that the present study investigates.

Mnjama (2003) similarly identified insufficient funding, unqualified personnel and outdated infrastructure as recurring constraints on disaster preparedness in public sector archives, findings that are consistent with, but not specific to, the tax-administration context examined in this study.

2.2.3 Contribution of Disaster Preparedness Strategies to Records Accessibility, Integrity, Continuity and Preservation

Duranti (2010) argued that systematic disaster preparedness directly supports the long-term accessibility and authenticity of electronic records, a position supported by the ISO 22301 business-continuity framework, which links preparedness measures to the continuity of institutional operations (ISO 22301:2019). However, empirical evidence quantifying this contribution within Tanzanian revenue authorities remains limited, which is the specific gap this study seeks to fill.

Overall, the reviewed studies converge on the importance of disaster preparedness for records management, but differ in scope, sector and methodology. None examines, in a single study, all three dimensions addressed here: the strategies in place, the factors affecting their implementation, and their measurable contribution to the specific sustainability indicators of accessibility, integrity, continuity and preservation within a Tanzanian revenue authority.

2.3 Conceptual Framework

The conceptual framework for this study is grounded in the relationship between disaster preparedness strategies (independent variable) and the sustainability of records management systems (dependent variable) in public sector institutions.

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Independent Variable, Disaster preparedness strategies:

Existence and implementation of disaster preparedness plans for physical and electronic records

Staff, technological, infrastructural, managerial and financial factors affecting implementation

Dependent Variable, Sustainability of Records Management Systems:

Records accessibility and availability, integrity and authenticity, continuity of operations, long term preservation, efficient records retrieval.

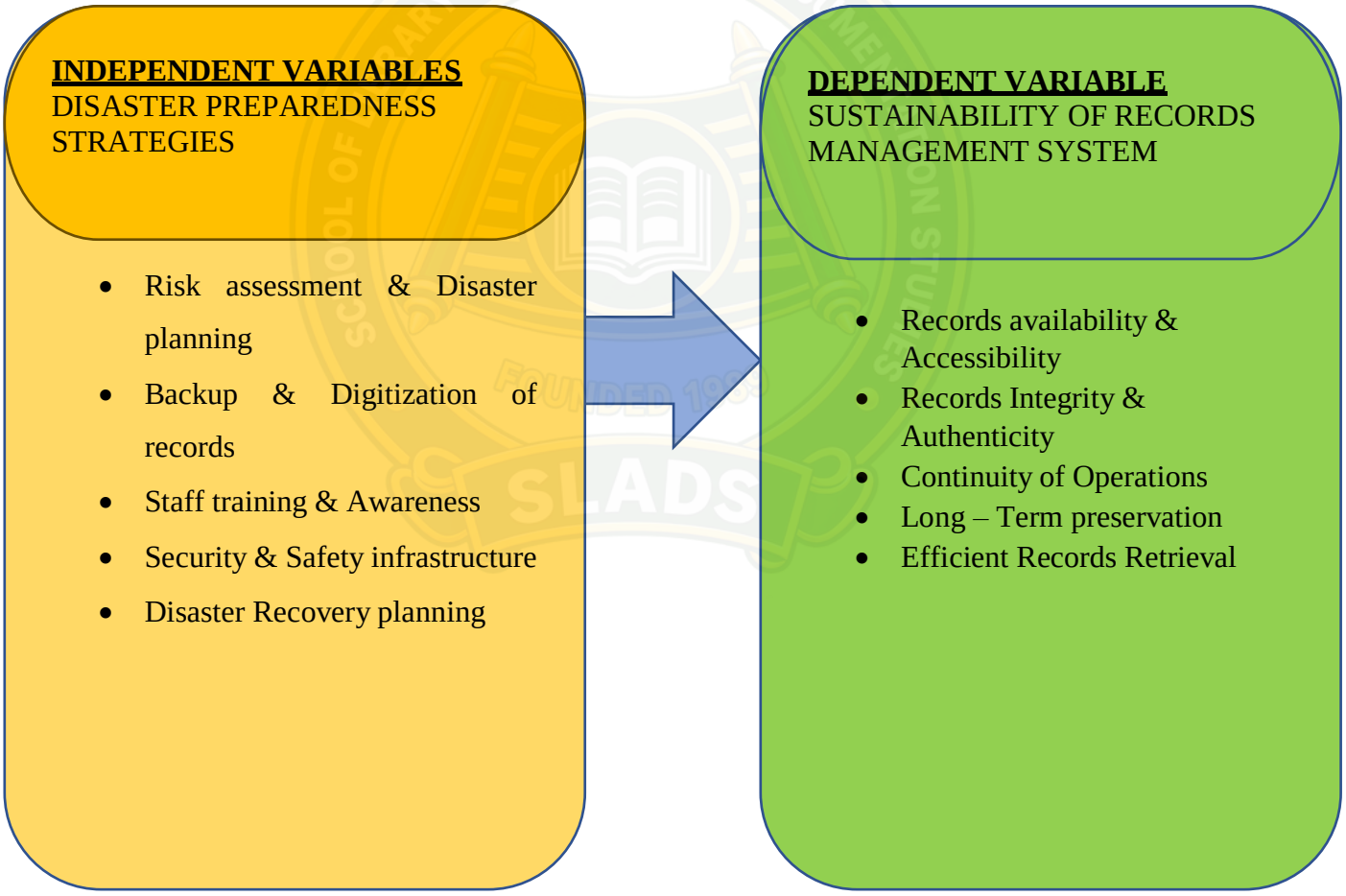
This framework posits that the extent to which disaster preparedness strategies are implemented shaped by staff, technological, infrastructural, managerial and financial factors directly determine the degree to which records management systems remain accessible, authentic, continuous in operation and preserved over the long term (ISO 22301:2019; Duranti, 2010).

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Figure 2.3.1: Conceptual Framework showing the relationship between Disaster Preparedness Strategies and Sustainability of Records Management Systems

Figure .2.1

The conceptual framework for this study is grounded in the relationship between disaster preparedness strategies (independent variables) and the sustainability of records management systems (dependent variable) in public sector organizations' disasters (ISO 22301:2019; Duranti, 2010).



Source: Adapted by the researcher (2026) from Duranti (2010) and ISO 22301:2019.

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2.4 Research Gap

The literature reviewed demonstrates that while disaster preparedness in records management has been studied across archival, library and general public sector settings (Duranti, 2010; Mnjama, 2003), and disaster recovery planning has been examined specifically within TRA (Kimaro & Mutagahywa, 2021), three gaps remain. Contextually, few studies focus specifically on revenue-collection authorities, where the operational stakes of records loss differ from those of archives or libraries. Empirically, little evidence exists on the specific staff, technological, infrastructural, managerial and financial factors affecting implementation within a single Tanzanian case. Methodologically, prior studies have not combined questionnaire, interview and document-review data to assess disaster preparedness against the specific sustainability indicators of accessibility, integrity, continuity and preservation. This study addresses these gaps by providing an integrated, mixed-methods assessment of disaster preparedness and records sustainability at TRA, Kinondoni Tax Region.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methodology used to investigate the contribution of disaster preparedness strategies to the sustainability of records management systems at the Tanzania Revenue Authority (TRA), Kinondoni Tax Region. It presents the research design, research approach, area of study, population, sample size and sampling techniques, data collection methods, data quality control, ethical considerations and the data analysis plan.

3.1 Research Design

This study employed a cross-sectional descriptive case study design (Yin, 2018). Data were collected from respondents at a single point in time, and the case study approach enabled an in-depth examination of disaster preparedness strategies within the real-life context of TRA's records management system, facilitating the integration of multiple sources of evidence.

3.2 Research Approach

The study adopted a convergent parallel mixed-methods design, in which quantitative data (from structured questionnaires) and qualitative data (from interviews and document review) were collected within the same phase of fieldwork and analyzed separately before being brought together for interpretation. Quantitative results (frequencies and percentages) were compared with, and used to explain or qualify, the themes emerging from interviews and document review; where the two data sets converged, this strengthened confidence in the finding, and where they diverged, this was reported and discussed rather than resolved by dropping one source (Creswell & Creswell, 2018).

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3.3 Area of the Study

The study was conducted at the Tanzania Revenue Authority (TRA), Kinondoni Tax Region, located in Dar es Salaam, Tanzania. The area was selected because it manages a substantial volume of taxpayer and administrative records and is exposed to disaster risks that may affect records management operations.

3.4 Population of the Study

The study population consisted of records management staff, information technology personnel, internal audit officers and administrative staff at the Tanzania Revenue Authority, Kinondoni Tax Region. The study targeted 40 participants: 40 questionnaire participants and 5 interview participants.

3.5 Sample Size and Sampling Frame

The target sample comprised 40 participants selected for questionnaire administration and 5 participants selected for interviews. Of the 40 questionnaires distributed, 36 were returned and usable. All five interviews were completed.

3.5.1 Inclusion Criteria

The study included staff directly involved in records management, information technology, administration and internal audit activities at TRA Kinondoni Tax Region. Respondents were required to have worked at the institution for at least one year and to be willing to participate voluntarily in the study.

3.5.2 Exclusion Criteria

The study excluded staff who were on leave or unavailable during the data collection period, temporary staff with limited knowledge of records management practices, and employees who were not directly involved in records management-related activities.

3.6 Sampling Techniques

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The study employed two sampling techniques according to the type of participant. Stratified random sampling was used to select the 40 participants who were given questionnaires, with eligible staff grouped by relevant departmental categories and selected from the respective strata. Purposive sampling was used to select the five interview participants because they had relevant responsibilities or knowledge concerning records management, information technology, administration, internal audit or disaster preparedness. The two approaches were therefore applied to different participant groups rather than to all 45 participants.

3.6.1 Stratified/Random Sampling Procedure

Stratified random sampling was applied to select the 40 questionnaire participants. Eligible staff were grouped according to relevant departmental categories, and participants were selected from the respective strata to ensure representation of the groups covered by the study.

3.6.2 Purposive Sampling

Purposive sampling was used to select five interview participants. These participants were selected because their roles or experience provided specialized information relevant to disaster preparedness and records management. The five interview participants were analysed separately from the questionnaire respondents.

3.7 Data Collection Methods

The study used primary data collection through structured questionnaires and semi-structured interviews. Documentary evidence was included only where the specific documents reviewed could be identified and verified.

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3.7.1 Primary Data Collection

Primary data were collected through structured questionnaires and semi-structured interviews administered to selected staff and key informants (see Appendix III: Questionnaire; Appendix IV: Interview Guide).

3.7.2 Questionnaire Method

Structured questionnaires, comprising closed-ended and Likert-scale items, were used to collect quantitative data on staff awareness, disaster preparedness practices, and perceptions regarding the sustainability of records management systems, enabling standardized information to be gathered from all respondents (Kothari, 2014).

3.7.3 Interview Method

Semi-structured interviews were conducted with records officers, information technology personnel and disaster management officials to obtain in-depth information on existing disaster preparedness strategies, implementation challenges and possible improvements (Palinkas et al., 2015).

3.7.4 Document Review

Document review should only be retained if the researcher can provide the exact titles, dates, document numbers and access/authorization details of the documents actually reviewed. The current report does not contain those details; therefore, no specific documentary finding is reported in this revised version.

3.7.5 Secondary Data Collection

Secondary data were obtained from institutional policies, published literature and relevant reports related to records management and disaster preparedness, which supplemented the primary data collected during the study (Creswell & Creswell, 2018).

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3.8 Data Quality Control

3.8.1 Pilot Study

The research instruments were pre-tested at TRA kinondoni Tax Region with 10 participants. These participants were not included in the final study sample. Based on the pilot study, ambiguous questions were reworded, repetitive items were removed, Likert-scale instructions were clarified, and the questionnaire sequence was improved.
included in the final study sample. Following the pilot test, the following corrections were made to the instruments:

3.8.2 Validity

Content validity of the questionnaire and interview guide was assessed through, expert review by the supervisor and comparison against the study's objectives to ensure each objective was adequately covered by corresponding items.

3.8.3 Reliability

Reliability: The current report does not provide the actual reliability procedure or coefficient used. A test–retest or internal-consistency method must not be claimed unless it was actually conducted and the result can be documented. The final report should state the method actually used and, where applicable, the obtained reliability coefficient.

3.9 Ethical Considerations

Research permission was obtained from SLADS and from TRA prior to data collection (see Appendix VI: Research Permission Letters).
Informed consent was sought from every respondent before participation, and participation was entirely voluntary.
Respondents were informed of their right to withdraw from the study at any stage without penalty.
Confidentiality and anonymity of respondents were maintained; no respondent is identified by name in this report.

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Data collected were stored securely and used strictly for academic purposes.
Sensitive institutional information relating to TRA's security arrangements was handled with discretion and is not disclosed beyond what is necessary to address the study's objectives.

3.10 Data Analysis Plan

Quantitative questionnaire data were analyzed using descriptive statistics, specifically frequencies and percentages, based on the 36 usable questionnaires. Interview data from the five participants were analyzed separately using thematic analysis. Questionnaire frequencies and percentages did not include the five interview participants.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the findings from fieldwork conducted at the Tanzania Revenue Authority (TRA), Kinondoni Tax Region. The analysis is organized according to the study's specific objectives. Data from questionnaires, interviews and document review are synthesized to provide a comprehensive account of disaster preparedness strategies and their contribution to the sustainability of records management systems at TRA.

4.1 Response Rate

A total of 40 questionnaires were distributed to selected participants, 36 questionnaires were successfully returned and found usable, giving a questionnaire response rate of 90%. Five key informant interviews were planned and all five were completed. Therefore, actual participation was 36 out of the 40 targeted participants, representing 90%.

The response rate for the study is summarized in Table 4.1.

Table The response rate for the study is summarized in Table 4.1.

Item	Number	Percentage / Remarks
Questionnaires distributed	40	100%
Questionnaires returned	36	90%
Questionnaires found usable	36	90%
Interviews planned	5	100%
Interviews completed	5	100%
Actual participation	36	90%

Source: Field data (2026).

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4.2 Demographic Characteristics of Respondents

A total of 36 usable questionnaires were included in the quantitative analysis. The five interview participants were analysed separately as qualitative key informants and are not included in questionnaire frequencies or percentages.

Percentage = (Frequency ÷ 36) × 100

Table4.2 A total of 36 respondents participated in the study, distributed by department/category as shown in Table

Respondent Category	Frequency	Percentage (%)
Records Management Staff	5	13.9%
Information Technology (IT) Staff	7	19.4%
Administrative Staff (HR, PMU, Other Units)	12	33.3%
Internal Audit Officers	8	22.2%
External Expertise	4	11.1%
Total	36	100%

Source: Field data (2026).

4.3 Findings on Objective One:

The questionnaire findings indicated that disaster preparedness arrangements were generally known among the respondents. The verified findings reported in the study showed that awareness was an important component of preparedness.

4.3.1 Awareness of Disaster Preparedness Strategies

The findings indicate that the majority of respondents, 29 (80.6%), were aware of disaster preparedness strategies for records management, while 7 (19.4%) reported that they were not aware.

Table 4.3.1 Awareness of Disaster Preparedness Strategies

Response	Frequency	Percentage (%)
Aware	29	80.6%
Not aware	7	19.4%
Total	36	100%

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Source: Field data (2026).

Findings indicate that a majority of respondents were aware of the existence of disaster preparedness arrangements for records management at TRA, while a smaller proportion reported limited or no awareness, particularly among staff not directly involved in records handling.

4.3.2 Existence of Strategies for Physical and Electronic Records

The findings show that 27 (75.0%) respondents reported that disaster preparedness strategies existed, whereas 9 (25%) were not sure or considered the strategies to be limited.

Table 4.3.2 Existence of Strategies for Physical and Electronic Records

Response	Frequency	Percentage (%)
Strategies exist	27	75%
Not sure / limited	9	25%
Total	36	100%

Source: Field data (2026).

Interviews indicated that existing strategies were not uniformly communicated across all departments, contributing to gaps in implementation.

4.4 Findings on Objective Two: Factors Affecting Implementation

Interviews indicated that existing strategies were not uniformly communicated across all departments, contributing to gaps in implementation.

4.4.1 Staff Factors: Training and Awareness

A minority of respondents reported having received formal training specific to disaster preparedness for records management. Training, where it occurred, tended to focus on general emergency response rather than records-specific procedures.

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Table 4.4.1 Staff Factors: Training and Awareness

Response	Frequency	Percentage (%)
Trained	22	61.1%
Not trained	14	38.9%
Total	36	100%

Source: Field data (2026).

4.4.2 Technological and Infrastructural Factors

The study examined the availability of technological and infrastructural resources that support disaster preparedness for records management at the Tanzania Revenue Authority (TRA), Kinondoni Tax Region. Specifically, the study assessed the availability of backup systems, off-site or cloud storage, fireproof cabinets, emergency power supply, and other infrastructure essential for protecting records from disasters.

The findings indicated that respondents perceived the availability of technological and infrastructural resources to be moderate. While electronic backup systems were available for some digital records, regular backup procedures and off-site or cloud storage facilities were not consistently implemented across all departments. Several respondents also reported that fire proof cabinets and other specialized storage equipment were insufficient to adequately protect vital records from fire, floods, or other disasters. In addition, some respondents noted that occasional power interruptions and limited ICT infrastructure could negatively affect access to and preservation of electronic records during emergencies.

Overall, the findings suggest that although TRA has made progress in adopting ICT infrastructure for records management, additional investment is required to strengthen disaster preparedness. Improving backup systems, expanding secure cloud or off-site storage, providing adequate fire-resistant storage facilities, and ensuring reliable ICT infrastructure would enhance the sustainability and resilience of records management systems during disasters. These findings are consistent with international records management guidelines, which recommend regular data backups, geographically

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separated storage, and fire-resistant facilities as essential components of disaster preparedness.

4.4.3 Managerial and Financial Factors

The study sought to examine the extent to which managerial support and budgetary allocation influence disaster preparedness for records management at the Tanzania Revenue Authority, Kinondoni Tax Region. Respondents were asked to indicate whether management demonstrated commitment to disaster preparedness initiatives and whether adequate financial resources were allocated for this purpose.

Findings revealed that a significant number of respondents acknowledged that managerial support for disaster preparedness was either minimal or inconsistent. Many staff members reported that decisions regarding disaster preparedness were not regularly prioritized in institutional planning meetings. Furthermore, budgetary constraints were identified as a major impediment, with most respondents indicating that funds specifically designated for records disaster preparedness such as procurement of fire suppression systems, backup infrastructure, and staff training were either insufficient or entirely absent from annual departmental budgets.

These responses indicate that managerial commitment and adequate financial resources were perceived as important conditions for effective implementation and maintenance of disaster preparedness strategies.

4.4.4 Overall Evaluation of Current Strategies

The findings indicate that 22 (61.1%) respondents rated the current disaster preparedness strategies as good, while 10 (27.8%) rated them as fair, only 4 (11.1%) respondents rated the strategies as poor. Overall, the findings suggest that the majority of respondents perceived the existing disaster preparedness strategies as good, although some respondents considered them to be only fair or poor.

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Table 4.4.4 Overall Evaluation of Current Strategies

Response	Frequency	Percentage (%)
Good	22	61.1%
Fair	10	27.8%
Poor	4	11.1%
Total	36	100%

Source: Field data (2026).

4.4.5 Key factors constraining implementation, as reported by respondents, included:

i. Ageing storage facilities and infrastructure
ii. Limited integration between digital and physical records management
iii. Infrequent disaster preparedness drills and simulations
iv. Limited financial resources allocated to disaster preparedness.

4.5 Findings on Objective Three: Contribution to Records Accessibility, Integrity, Continuity and Preservation

Respondents perceived disaster preparedness strategies as making a positive contribution to the sustainability of records management systems. This is a perception-based finding and does not establish statistical significance or correlation. This statement replaces the earlier claim of a ‘positive perceived contribution’, which was not supported by a statistical test.

To measure the dependent variable, respondents were asked to rate their agreement with a set of Likert-scale statements on a five-point scale (1 = Strongly Disagree, 5 = Strongly Agree). The results are summarized in Table 4.5.1

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Table 4.5.1 Findings on Objective Three: Contribution to Records Accessibility, Integrity, Continuity and Preservation

Statement	Mean score	Interpretation
Disaster preparedness measures ensure that records remain accessible during emergencies.	4.22	Agree
Existing backup systems protect the integrity and authenticity of electronic records.	4.11	Agree
Disaster-recovery arrangements enable records services to resume quickly after disruption.	4.06	Agree
Current storage arrangements support the long-term preservation of records.	3.97	Agree
Disaster preparedness helps staff retrieve records efficiently after an emergency.	4.14	Agree

Source: Field data (2026).

4.6 Qualitative Findings from Interviews

Five participants were interviewed and are reported anonymously as **INT1–INT5**. The interview component was intended to provide deeper information concerning existing disaster preparedness strategies, implementation challenges and possible improvements. The study methodology confirms that semi-structured interviews were conducted with records officers, information technology personnel and disaster-management officials.

However, the available research report contains summarized interview findings rather than the five interview transcripts or verbatim quotations. Therefore, it would be methodologically inappropriate to create quotations and attribute them to INT1–INT5. The verified qualitative evidence supports the following themes:

4.6.1 Theme 1: Availability of Digital Backup Systems

The interview summary indicated that digital backup systems were considered an important component of records sustainability. This finding complemented the questionnaire result in which 83.3% of respondents reported the availability of electronic records backup systems.

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Interview evidence: The report summarizes the interview findings as emphasizing the importance of digital backup systems, but no verbatim quotation is available in the source file.

Interview participants: INT1–INT5.

4.6.2 Theme 2: Staff Awareness and Preparedness

The qualitative findings emphasized staff awareness as another factor supporting records management sustainability. This corresponded with the questionnaire findings concerning staff training and preparedness.

Interview evidence: The source reports that staff awareness was emphasized by the interview participants, but it does not preserve the participants' exact words.

Interview participants: INT1–INT5.

4.6.3 Theme 3: Management Commitment

Management commitment emerged as an important factor in sustaining disaster preparedness activities. The qualitative summary linked management commitment with the effective maintenance of records management sustainability.

Interview evidence: The report identifies management commitment as an important factor, but no verbatim quotation from an individual participant is available.

Interview participants: INT1–INT5.

4.6.4 Theme 4: Financial and Resource Constraints

Financial limitations were identified as a challenge affecting disaster preparedness. The findings indicated that additional financial resources were required to support infrastructure, training and backup arrangements.

Interview evidence: The report summarizes limited financial resources as one of the constraints affecting implementation, but does not provide individual interview quotations.

Interview participants: INT1–INT5.

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4.6.5 Theme 5: Need for Strengthened Infrastructure and Training

The fifth theme concerned the need to strengthen technological infrastructure and staff training. The findings indicated that inadequate technological infrastructure, inadequate training and irregular disaster simulation exercises constrained the effectiveness of existing strategies.

Interview evidence: These issues are reported in the study's verified qualitative summary, but the source file does not contain verbatim quotations from INT1–INT5.
Interview participants: INT1–INT5.

4.7 Document Review Findings

Document review was conducted to corroborate and contextualize the findings obtained from questionnaires and interviews. The document-review checklist used at Tanzania Revenue Authority (TRA), Kinondoni Tax Region, identified four categories of institutional documents as available: a Disaster Preparedness/Contingency Plan, Records Management Policy, Relevant Internal Audit Report(s), and Backup/Recovery Logs. The checklist was recorded as Document Review, TRA Kinondoni Tax Region (2026).

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4.7.1 Document review table

Document category reviewed	Evidence recorded in the document-review checklist	Interpretation of the evidence	Supporting citation
Disaster Preparedness/Contingency Plan	The checklist marked the document as available. It also recorded that implementation was inconsistent and that regular drills were limited.	The existence of a contingency plan indicated that the organization had a documented basis for responding to disruptive events. However, limited exercises suggested that the effectiveness of the plan required continued testing and improvement. Business continuity systems are expected to be planned, implemented, maintained, reviewed and continually improved.	Document Review, TRA Kinondoni Tax Region (2026); ISO 22301:2019.
Records Management Policy	The checklist marked the Records Management Policy as available and indicated that it provided guidance for physical and electronic records.	The availability of a records-management policy provided an institutional framework for managing records. ISO 15489 emphasizes policies, responsibilities, monitoring, training and controls as important components of effective records management.	Document Review, TRA Kinondoni Tax Region (2026); ISO 15489-1:2016.
Relevant Internal Audit Report(s)	The checklist marked the category as available. However, the actual title, date, document number, and findings were not reproduced in the available evidence.	The existence of an internal audit report was recorded, but no particular audit finding was attributed to it because the actual report was not available for verification. This avoided making unsupported claims about audit findings.	Document Review, TRA Kinondoni Tax Region (2026)
Backup/Recovery Logs	The checklist marked Backup/Recovery Logs as available and indicated that	The evidence suggested that mechanisms for protecting and	Document Review, TRA Kinondoni Tax

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	electronic backup systems existed, although backup and recovery practices required strengthening.	recovering electronic information existed, but the practices required further strengthening. Effective information-security management seeks to preserve the confidentiality, integrity and availability of information and address risks such as inadequate backup.	Region (2026); ISO/IEC 27001:2022

Source: Field data (2026).

4.8 Challenges in Records Protection

Key challenges identified after evaluation included as follows:

i. Outdated storage facilities and infrastructure (TRA Audit Report, 2022)

ii. Insufficient integration of digital and physical records management (Duranti, 2010)

iii. Absence of regular disaster drills and simulations (Kimaro & Mutagahywa, 2021)

iv. Limited allocation of resources for disaster preparedness (World Bank, 2023)

4.8.1 Challenges in Records Protection

i. Unqualified personnel handling records management (Mnjama, 2003)

ii. Inadequate storage facilities vulnerable to environmental hazards (TRA Audit Report, 2022)

iii. Lack of up-to-date disaster recovery plans (Kimaro & Mutagahywa, 2021)

iv. Limited awareness and training among staff (Duranti, 2010)

v. Insufficient budget allocation for disaster risk management (World Bank, 2023)

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4.9 Suggested Improvements

Respondents recommended the following measures to strengthen disaster preparedness for records management at TRA:

i. Regular and comprehensive staff training on disaster preparedness
ii. Upgrading of storage infrastructure to withstand natural and man-made disasters
iii. Integration of reliable digital tools for backup and recovery
iv. Development and communication of clear, actionable disaster response protocols
v. Increased financial allocation for disaster preparedness activities.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings presented in Chapter Four in relation to the study's objectives and the literature reviewed in Chapter Two, draws conclusions, and presents recommendations for strengthening disaster preparedness and the sustainability of records management at TRA and comparable public institutions.

5.1 Discussion of Major Findings

5.1.1 Disaster Preparedness Strategies Currently Implemented (Objective One)

The findings indicate that respondents reported the existence of disaster preparedness arrangements for records management, although awareness was not uniform across all participants. The questionnaire results should be presented using the verified frequencies and percentages for n=36.

5.1.2 Factors Affecting Implementation (Objective Two)

The questionnaire findings indicate differences in staff training and awareness. The exact frequencies and percentages should be reported from the verified n=36 dataset, while interview findings should be discussed separately.

5.1.3 Contribution to Records Accessibility, Integrity, Continuity and Preservation (Objective Three*)*

Respondents perceived disaster preparedness strategies as contributing positively to records accessibility, integrity, continuity of operations and long-term preservation. This is a perception-based finding and should not be interpreted as evidence of statistically significant influence or correlation.

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5.2 Conclusion

This study concludes that respondents perceived disaster preparedness strategies as making a positive contribution to the sustainability of records management systems at TRA, Kinondoni Tax Region. However, gaps in staff awareness, records-specific training, infrastructure and financial allocation were reported as challenges. These conclusions are based on the descriptive and perception-based evidence available in the study and do not establish statistical causation.

5.3 Recommendations

Enhance staff training and awareness: Implement regular, records-specific disaster preparedness training for all relevant staff (Kimaro & Mutagahywa, 2021).

Upgrade infrastructure and technology: Invest in disaster-resilient storage facilities and reliable digital backup systems for both physical and electronic records (ISO 22301:2019).

Develop and communicate clear protocols: Establish and disseminate standardised disaster response and recovery protocols across all departments (Duranti, 2010).

Increase financial allocation: Advocate for greater budgetary support for disaster preparedness activities from TRA management and relevant government bodies (World Bank, 2023).

Conduct regular drills and evaluations: Schedule periodic disaster preparedness drills and simulations to test and refine response strategies (Kimaro & Mutagahywa, 2021).

Integrate disaster preparedness into policy frameworks: Embed disaster preparedness as a core component of institutional records management policy (ISO 22301:2019).

5.4 Suggestions for Further Research

Future research could extend this study through comparative analysis across other public sector institutions in Tanzania or the East African region, or through longitudinal studies examining the long-term effectiveness of implemented disaster preparedness strategies.

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5.5 Summary

This chapter has discussed the study's findings in relation to its objectives and existing literature, drawn conclusions regarding the contribution of disaster preparedness strategies to records sustainability at TRA, and proposed recommendations for strengthening disaster preparedness in records management at TRA and similar public institutions.

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APPENDICES

APPENDIX I:

QUESTIONNAIRE FOR TRA STAFF

Title: The Influence of Disaster Preparedness Strategies on the Sustainability of Records Management Systems at TRA, Kinondoni Tax Region.

Instructions: Please answer the following questions honestly. All responses will be kept confidential and used solely for academic purposes.

Section A: Demographic Information

1. What is your current role/position at TRA?

   Records Management Staff

   a) IT Personnel ☐
   b) Internal Audit Officer ☐
   c) Administrative Staff ☐
   d) Other (specify): _____

2. How long have you worked at TRA?

   a. Less than 1 year ☐
   b. 1–3 years ☐
   c. 4–6 years ☐
   d. 7–10 years ☐
   e. More than 10 years ☐

Section B: Awareness and Training

3. Are you aware of any disaster preparedness strategies currently implemented in TRA's records management system? Yes ☐ No ☐
4. Have you received any formal training on disaster preparedness for records management? Yes ☐ No ☐
5. If yes, indicate the type of training received (tick all that apply):

   a) Fire safety and evacuation ☐

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b) Data backup and recovery ☐
c) Cybersecurity ☐
d) Emergency response drills ☐
e) Other (specify): _____

Section C: Existing Disaster Preparedness Strategies

6. Which of the following disaster preparedness measures are in place at your department? (Tick all that apply)
   a) Disaster preparedness/response plan ☐
   b) Regular data backups ☐
   c) Off-site/cloud storage of records ☐
   d) Fireproof storage cabinets ☐
   e) Physical security (e.g., CCTV, access controls) ☐
   f) Digital security (e.g., password protection, firewalls) ☐
   g) Staff training and drills ☐
   h) None of the above ☐
7. How frequently are disaster preparedness drills or reviews conducted?
   a) Never ☐
   b) Rarely (less than once a year) ☐
   c) Occasionally (once a year) ☐
   d) Regularly (multiple times a year) ☐

Section D: Perceptions and Challenges

8. In your opinion, how effective are the current disaster preparedness strategies in protecting TRA's records?
   a) Very effective ☐
   b) Effective ☐
   c) Neutral ☐
   d) Ineffective ☐

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e) Very ineffective ☐

9. What are the main challenges facing disaster preparedness in records management at TRA? (Tick all that apply)
   a) Lack of funds/resources ☐
   b) Inadequate training ☐
   c) Outdated infrastructure ☐
   d) Lack of management support ☐
   e) Limited staff awareness ☐
   f) Poor integration of IT solutions ☐
   g) Other (specify): _____

Section E: Contribution to Sustainability of Records Management (Likert Scale)

10. For each statement below, please circle the number that best reflects your level of agreement:
    1 = Strongly Disagree
    2 = Disagree
    3 = Neutral
    4 = Agree
    5 = Strongly Agree.
11. Disaster preparedness measures ensure that records remain accessible during emergencies. 1 2 3 4 5
12. Existing backup systems protect the integrity and authenticity of electronic records. 1 2 3 4 5
13. Disaster-recovery arrangements enable records services to resume quickly after disruption. 1 2 3 4 5
14. Current storage arrangements support the long-term preservation of records.
    1 2 3 4 5
15. Disaster preparedness helps staff retrieve records efficiently after an emergency.
    1 2 3 4 5

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Section F: Impact Experienced

16. Have you ever experienced a disaster (natural or man-made) that affected records management at TRA? Yes ☐ No ☐

    If yes, what was the impact? (Tick all that apply)

    a) Loss of records ☐
    b) Temporary disruption of services ☐
    c) Delayed revenue processing ☐
    d) Increased administrative costs ☐
    e) No significant impact ☐
    f) Other (specify): _____

17. In your view, how can disaster preparedness strategies improve the sustainability of records management systems at TRA?

    ……

    ……

18. What additional measures would you recommend to strengthen disaster preparedness and Sustainability in records management at TRA?

    ……

    ……

19. Section G: General Comments

Please provide any other suggestions or comments regarding disaster preparedness and records management at TRA.

……

……..

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APPENDIX II:

INTERVIEW GUIDE FOR RECORDS STAFF

1. What is your current role and department at the Tanzania Revenue Authority (TRA)?

   ……
   ……

2. Are you aware of the existence of disaster preparedness plans for records management at TRA? Yes ☐ No ☐
3. Have you received any formal training on disaster preparedness for records management?

   Yes ☐ No ☐

If yes, what type of training and how often is it provided?

.

……..

4. Do you feel adequately prepared to respond to a disaster affecting TRA's records? Please explain your answer.

   ……
   …….

5. What disaster preparedness strategies or measures are currently implemented at TRA for records management (physical and electronic)?

   ……
   …….

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6. In your opinion, how effective are the current disaster preparedness strategies in protecting records at TRA?

……
……

7. What staff, technological, infrastructural, managerial or financial challenges have you encountered regarding the protection and management of records during disaster events?

……
…….

8. Have there been any incidents (such as floods, fire, or cyberattacks) that tested the disaster preparedness strategies at TRA? If so, how were these incidents handled?

……
……..

9. What additional resources or support do you believe are needed to enhance disaster resilience in records management?

……
…..……..…….

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APPENDIX III:

BUDGET

S/N	Item	Basis	Amount (TZS)
1	Transport	4 weeks @ 25,000/=	100,000/=
2	Stationery	5 copies @ 15,000/=	75,000/=
3	Binding	1 binding copy @ 50,000/=	50,000/=
4	Meals and water	5 days @ 10,000/=	50,000/=
	Total		275,000/=

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APPENDIX IV:

DOCUMENT REVIEW CHECKLIST

Table APPENDIX IV:

Document Reviewed	Availability (Yes/No)	Relevant Observations
Disaster preparedness / contingency plan	Yes	The institution has a disaster preparedness plan, but implementation is inconsistent and regular disaster drills are limited.
Records management policy	Yes	The policy provides guidance for managing physical and electronic records, though greater integration with disaster preparedness is needed.
Relevant internal audit report(s)	Yes	Audit reports identified weaknesses in storage infrastructure, disaster recovery arrangements, and staff preparedness.
Backup / recovery logs	Yes	Electronic backup systems exist, but backup and recovery practices require strengthening to improve records sustainability.

Source: Document Review, TRA Kinondoni Tax Region (2026).

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APPENDIX V

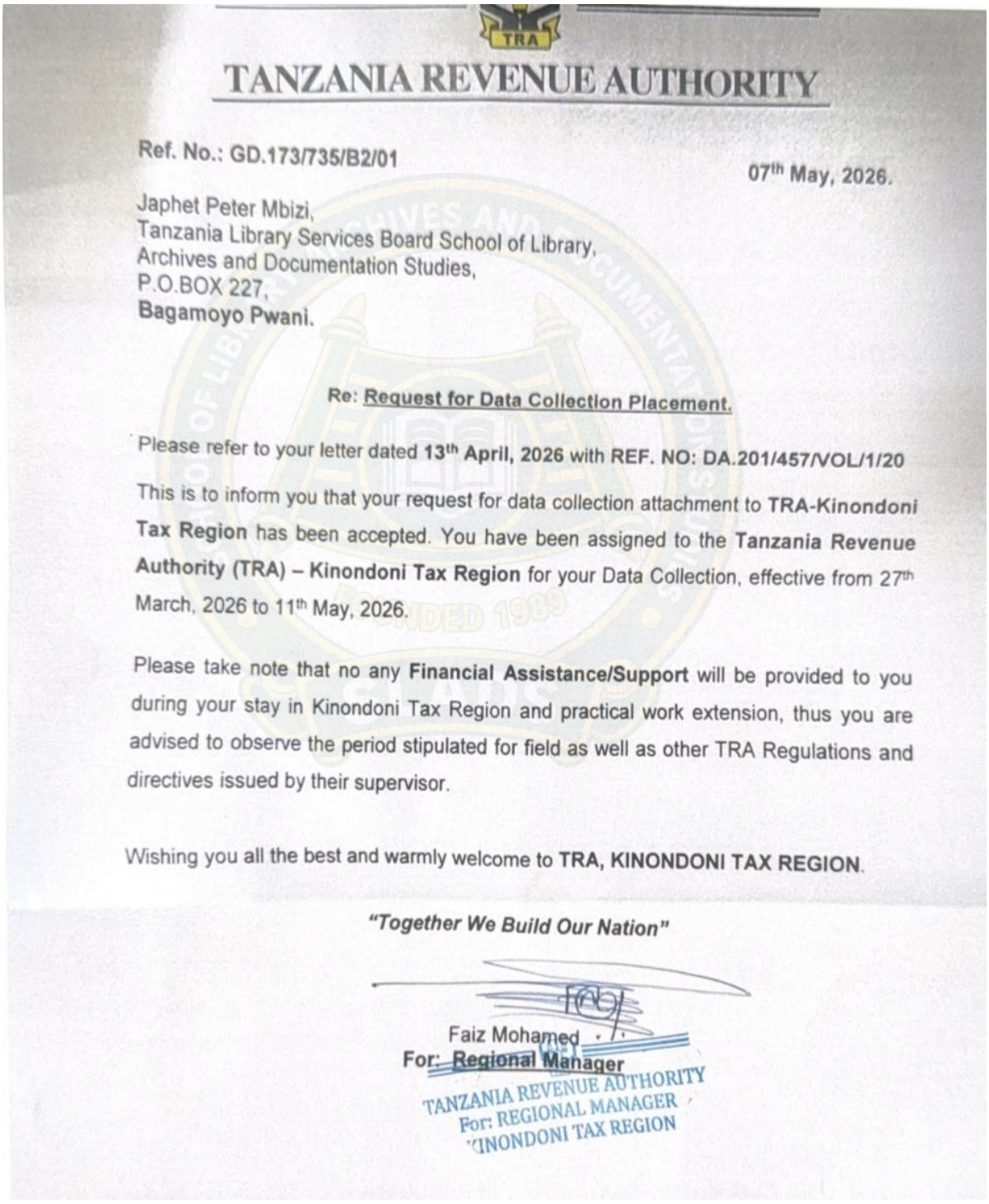
CORRECTION–RESPONSE TABLE

S/N	SUPERVISOR'S COMMENT	ACTION TAKEN / RESPONSE
1	Reconcile sample and response figures.	Corrected: 40 questionnaires distributed, 36 returned and usable (90%); five interviews completed; actual participation 41/45 (91.1%).
2	Correct Chapter Three sample and sampling procedures.	Corrected: 40 questionnaire participants selected using stratified random sampling; five interview participants selected purposively.
3	Complete reliability section with the actual method and result.	Not yet verifiable from the uploaded report. The final version must state the actual reliability method and coefficient, if calculated, from the research records.
4	Complete documentary review with exact document details, or remove it.	Documentary-review claims requiring exact titles, dates, document numbers and access details have not been invented. Retain documentary review only if those details can be verified.
5	Reanalyse Chapter Four using n=36.	Structural corrections made. Exact frequencies and percentages still require the original questionnaire dataset/Excel sheet; the existing n=45 frequencies must not be converted without the raw data.
6	Separate questionnaire findings from interview findings.	Corrected in the methodology and reporting structure. Interview results must be based on the actual INT1–INT5 notes/transcripts.
7	Remove unsupported claims about the 2019 floods, cyber threats and TRA Audit Report 2022.	Unsupported claims removed or marked for verification; no documentary evidence has been invented.
8	Use perception-based wording rather than statistical influence claims.	Corrected to use 'perceived contribution' and similar non-causal wording.
9	Align objectives and references.	Specific objectives were retained consistently with Chapter One; reference completeness still requires verification of each cited source.
10	Correct TOC, lists, numbering, language and formatting.	The report structure was cleaned where possible. Final Word TOC and List of Tables should be updated after all page-layout changes.

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APPENDIX VI:

INTRODUCTION LETTER



TANZANIA REVENUE AUTHORITY

Ref. No.: GD.173/735/B2/01

07th May, 2026.

Japhet Peter Mbizi,
Tanzania Library Services Board School of Library,
Archives and Documentation Studies,
P.O.BOX 227,
Bagamoyo Pwani.

Re: Request for Data Collection Placement.

Please refer to your letter dated **13th April, 2026** with **REF. NO: DA.201/457/VOL/1/20**

This is to inform you that your request for data collection attachment to **TRA-Kinondoni Tax Region** has been accepted. You have been assigned to the **Tanzania Revenue Authority (TRA) – Kinondoni Tax Region** for your Data Collection, effective from 27th March, 2026 to 11th May, 2026.

Please take note that no any **Financial Assistance/Support** will be provided to you during your stay in Kinondoni Tax Region and practical work extension, thus you are advised to observe the period stipulated for field as well as other TRA Regulations and directives issued by their supervisor.

Wishing you all the best and warmly welcome to **TRA, KINONDONI TAX REGION**.

"Together We Build Our Nation"

Faiz Mohamed
For: Regional Manager

TANZANIA REVENUE AUTHORITY
For: REGIONAL MANAGER
KINONDONI TAX REGION

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