

Organisational Capacity for Implementing Disaster Management Plan for Records in Singida Municipality, Tanzania

Prisca Julius Chacha¹

Abstract

This paper assessed the organisational capacity to implement the Disaster Management Plan (DMP) for records in Singida Municipality (SM), Tanzania. The study was guided by the Disaster Management Cycle Model and employed a pragmatist paradigm using a convergent parallel mixed-methods design. A sample of 90 respondents was drawn from a population of 145 staff through systematic and purposive sampling techniques. Data were collected using questionnaires, interviews, observation and document review. Data were analysed using SPSS for quantitative data and thematic analysis for qualitative data. The findings revealed that storage facilities were inadequate and mostly in poor condition, exposing records to potential damage. Security measures were also limited, with fire extinguishers being the most common, while important systems such as fire alarms, smoke detectors, and CCTV cameras were largely absent. The study further found that financial, human, and physical resources for implementing DMP were insufficient. Major challenges affecting implementation included financial constraints, inadequate records management infrastructure, limited awareness of disaster preparedness, and inadequate management support. The study concludes that SM has limited organisational capacity to implement the DMP effectively. The study recommends increased budget allocation, improvements to record storage facilities, the installation of adequate security measures, and the provision of training and awareness programmes to enhance the effective implementation of the DMP.

Keywords: Disaster Management Plan, Records, Organisational Capacity, Disaster Management, Singida Municipality

1.0 Introduction

Disasters continue to increase in frequency, intensity and complexity worldwide, posing significant threats to organisational records, archives and information. Recent emphasis on the fact that disasters can result in the loss of vital records, damage to record repositories, disruption of institutional operations, and reduced organisational capacity for decision-making and service delivery (Zulkipli, 2021; Jalinur & Rahmi, 2021). Consequently, organisations are increasingly required to establish comprehensive Disaster Management Plans (DMPs) that integrate prevention, preparedness, response and recovery measures to

¹ Tanzania Public Service College, Singida, Tanzania. prisca.Chacha@tpsc.go.tz

safeguard records and ensure business continuity (Nyanga, Nengomasha & Beukes-Amiss, 2025; Zulkipli et al., 2022). Effective implementation of DMP depends on organisational capacity, including adequate storage facilities, updated security measures, and sufficient financial, human, and material resources within the Disaster Management Cycle. Globally, countries have strengthened disaster preparedness by investing in DMPs and decentralising implementation. For example, European countries such as Poland have enhanced local-level capacity (European Union, 2019), while the Philippines has improved response through community-level decentralisation (Gumasing et al., 2022).

In Africa, disaster risks such as floods, droughts, fires, and extreme weather events threaten records and archives, while studies from Zambia and Tanzania indicate that inadequate funding, limited technical capacity, poor storage, and weak implementation of disaster preparedness measures remain significant challenges to protecting records and ensuring organisational continuity. (Chitondo et al., 2024; Hassan, 2024; Pessa, 2022). Despite the existence of DMPs and legal frameworks, their effective implementation in public organisations remains uncertain, as disasters continue to disrupt access to records and organisational operations (Srinagar, 2019). Therefore, this study examines Singida Municipality's capacity to implement the DMP, focusing on storage facilities, security measures, resource availability, and the challenges that affect effective implementation.

2.0 Literature Review

This section reviews numerous studies from different scholars on organisational capacity to implement DMP for records, including storage facilities and security measures available in SM, Resources available for implementing DMP at SM, and challenges facing the implementation of DMP for records in SM. It further describes the theory that benchmarked this study.

2.1 Storage Facilities and Security Measures Availability

Implementing a Disaster Management Plan (DMP) requires adequate storage facilities and effective security measures to protect records from disaster risks. Recent studies indicate that organisations must provide secure and well-maintained facilities capable of safeguarding records during disasters. However, evidence from Tanzania shows that many public institutions continue to face challenges, including inadequate storage facilities, poor maintenance, and limited resources, which increase the vulnerability of records to disasters such as fires, floods, and environmental deterioration (Pessa, 2022; Hassan, 2024). In addition to storage facilities, security measures remain critical in protecting records from disasters, with mechanisms such as fire detection and suppression systems, surveillance cameras, access controls, and secure storage structures being widely recommended to enhance records security and organisational resilience (Zulkipli et al., 2022; Lee & Kim, 2024). Despite their importance, many local government authorities in developing countries, including Tanzania, face challenges in maintaining adequate storage facilities and security systems due to limited financial resources and weak institutional capacity (Zulkipli, 2021; Ng'unda, 2021). Consequently, records remain highly vulnerable to disasters and related risks. Therefore, the availability and proper maintenance of storage

facilities and security measures are essential components of organisational capacity for effective DMP implementation, which this study assessed in SM

2.2 Availability of Resources for Implementing DMP

Resource capacity in this study encompasses the availability of physical, financial, and human resources, as well as supportive policies and regulatory frameworks for implementing the Disaster Management Plan (DMP). Effective implementation largely depends on adequate funding, skilled personnel, and institutional commitment. According to UNEP (2015), organisations must demonstrate a commitment to disaster preparedness, response, and recovery by allocating resources appropriately and integrating disaster management into institutional plans. Financial resources are critical for supporting preparedness and response activities. Babu et al. (2019) emphasise that sufficient financial investment and management support enhance the effectiveness of disaster management. Evidence from countries such as Bangladesh, India, and Vietnam shows that strengthening financial and human resources improves disaster management systems (Babu et al., 2019). Similarly, Que et al. (2022) found that in China, successful DMP implementation relies on adequate government budget allocation for disaster mitigation and response. Human resources are also essential, as organisations require skilled personnel to form disaster management teams and promote awareness of disaster prevention, preparedness, response, and recovery (Kunguma, 2021). However, in many developing countries, institutions face shortages of trained personnel, which limit their capacity to respond effectively to disasters (Zulkipli et al., 2022; Lee & Kim, 2024). Thus, resource capacity comprising financial, human, physical, and regulatory elements remains a fundamental factor influencing the effective implementation of DMP, and this study assessed these capacities in the context of Singida Municipality

2.3 Challenges Facing the Implementation of DMP for Records in SM

Several studies identify multiple challenges that hinder the effective implementation of Disaster Management Plans (DMPs). One major challenge is weak institutional and legal frameworks, which limit organisations' ability to manage disaster risks effectively (Zulkipli et al., 2022; Nyanga, Nengomasha & Beukes-Amiss, 2025). In addition, insufficient financial and human resources remain a critical constraint, as many developing countries lack adequate funding for trained personnel, equipment, and disaster mitigation activities (Bly et al., 2020; East African Community, 2012). In some cases, such as in Gambia, resource allocation is influenced by political will (Rivera et al., 2020). Similarly, studies in Tanzania show that limited funding and inadequate staffing significantly affect DMP implementation in public institutions (Athman, 2019; Leone, 2020; Rutta & Ndenje-Sichalwe, 2021). Furthermore, lack of awareness, training, and technical expertise contributes to ineffective implementation. For example, Nguyen et al. (2018) found that in Vietnam, limited public understanding, insufficiently trained personnel, and complex institutional arrangements hindered DMP implementation. Recent studies have similarly reported that inadequate institutional capacity, insufficient financial and human resources, weak coordination mechanisms, and limited technical expertise continue to hinder the effective implementation of disaster preparedness and risk reduction initiatives. Poor communication, fragmented information-sharing systems, and weak collaboration further reduce organisational readiness and response effectiveness during disasters (Sadiq et al.,

2025; Okunola, 2025; Rodrigues et al., 2025). Rutto and Otike (2016) note that the lack of familiarity with DMP content among staff leads to confusion and ineffective response during disasters. Overall, the literature shows that weak institutional frameworks, inadequate resources, limited coordination, a lack of skilled personnel, and poor communication systems are key challenges to effective DMP implementation, particularly in developing countries such as Tanzania. Therefore, this study assessed the challenges that need to be addressed to enhance the effective implementation of DMP.

2.4 Theoretical framework

This study was guided by the disaster management cycle model developed by Prince in 1920. The disaster management cycle has been a crucial tool for managing disaster events and their effects since the 1970s (Coetzee & Niekerk, 2012). The disaster management cycle was developed by Prince in 1920, who established four stages: prevention, preparedness, response, and recovery.

The Disaster Management Cycle has contributed to this study by introducing the researcher to the DMP as a critical tool to be designed during the pre-disaster phase, thereby facilitating disaster management during and after the disaster. The cycle has also informed the researcher about the variables of adequate storage facilities and security measures, as well as sufficient resource capacity to effectively implement DMP (Kilasi, 2010). This model enables researchers to study the applicability of the DMP across three stages of disaster management, the availability of adequate storage facilities and security measures, and the resources that need to be considered for effective prevention, preparedness, response, and recovery in case disasters occur. Therefore, this model assisted in developing research objectives and data collection tools, and it was also used as a benchmark for findings in the study area.

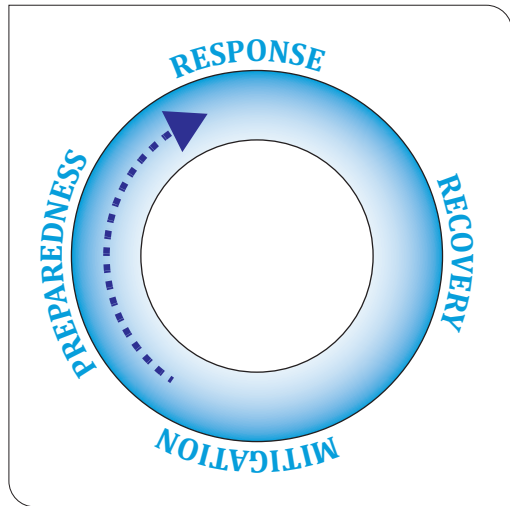


Figure 2.1 Disaster Management Cycle

Source: Prince (1920)

3.0 Methodology

The study was conducted in Singida Municipality, Tanzania Mainland, specifically in Singida Municipal Council, situated in Singida Region. The study employed a pragmatist paradigm and a convergent parallel mixed design to guide data collection, analysis, and the presentation of findings. Both qualitative and quantitative approaches were combined in a single study to achieve triangulation. The study selected 116 staff members from a population of 145 employees using systematic and purposive sampling techniques. Sloven's formula was used to determine the sample size of 116. However, data were ultimately

collected from 90 respondents: 80 participated in the quantitative survey, and 10 key informants were selected purposively for qualitative interviews. Furthermore, the study used questionnaires, interviews, and observations to collect adequate data. Quantitative data obtained from questionnaires were coded and processed using the Statistical Package for the Social Sciences (SPSS) version 21, and the results were presented in tables and figures in an Excel spreadsheet. On the other hand, thematic analysis was applied to the qualitative data to identify related themes and major concepts.

4.0 Results

4.1 Demographic Information

This section aimed to determine the demographic information of participants. Respondents were asked to indicate their sex, age, level of education and working experience at SM. Table 1 presents the results.

Table 1: Respondents' Demographic Information

Variable	Category	Frequency (F)	Percentage (%)
Sex	Male	41	51.2
	Female	39	48.8
	Total	80	100
Age Group (Years)	Less than 29	20	25
	30–39	40	50
	40–49	10	12.5
	50–59	10	12.5
	60 and above	0	0
	Total	80	100
Working Experience (Years)	0–2	10	12.5
	3–5	33	41.2
	6–10	28	35
	11–15	9	11.3
	Above 16	0	0
	Total	80	100
Highest Education Level	Master's Degree	12	15
	Bachelor's Degree	50	62.5
	Diploma	13	16.3
	Certificate	5	6.3
	Total	80	100

Source: Field Data (2022)

Table 1 reveals that the majority of the employees were male. This is in harmony with the World Bank report (2015), which revealed that women were underrepresented compared to men due to organisational barriers, such as regulatory frameworks that prevent women from working without permission, owning property, working without their spouses' permission, and accessing finance. The main findings show that the majority (50%) were aged 29-39. This age shows maturity and is enough to respond to the questionnaires. The findings show that the majority of respondents had a Bachelor's degree. This was a promising indicator because the majority had an adequate level of education and were therefore in a position to understand the study topic and the data collection tools, and to provide their constructive ideas towards attaining the objectives of the study. The results revealed that a large number of staff have worked with SM for 3 to 10 years. The respondents' work experience was sufficient for the researcher to collect data, as most had extensive experience with SM, evidenced by their long tenure in the field, indicating they were in a position to detect the availability of DMP.

4.2 Storage Facilities and Security Measures

The study aimed to explore storage facilities and other measures for securing records as required by legislation. The researcher used an interview guide, questionnaires, and an observation checklist as data-collection tools. Firstly, respondents were asked about the availability and use rates of the storage facilities, and Table 2 presents their responses.

Table 2: Availability and Use of Storage Facilities (n=80)

Storage facility	Everyday		Regularly		Occasionally		Never		Almost never	
	F	%	F	%	F	%	F	%	F	%
Boxes	40	50	28	35	10	12.5	2	2.5	0	0
Wooden shelves	35	43.8	38	47.5	7	8.8	0	0	0	0
Metal cabinets	30	37.5	30	37.5	5	6.3	14	17.5	1	1.3
Cupboards	27	33.8	27	33.8	0	0	20	25	6	7.5
Wooden cabinets	3	3.8	0	0	0	0	47	58.8	30	37.5
Plan chest	3	3.8	0	0	0	0	47	58.8	30	37.5
Safe	7	8.8	7	8.8	0	0	5	6.3	61	76
Metal shelves	0	0	0	0	0	0	40	50	40	50

Source: Field Data (2022)

Table 2 shows that the storage facilities used regularly were boxes, wooden shelves and metal cabinets. It further shows that wooden cabinets, safes, and metal shelves were not used regularly in SM. Storage facilities determine the security of records. Public records are affected by poor storage facilities, as they are kept in inappropriate locations. Records are affected by disasters because they lack protection during storage. Also, the researcher inquired about the condition of the storage facilities and the results are presented in Figure 1.

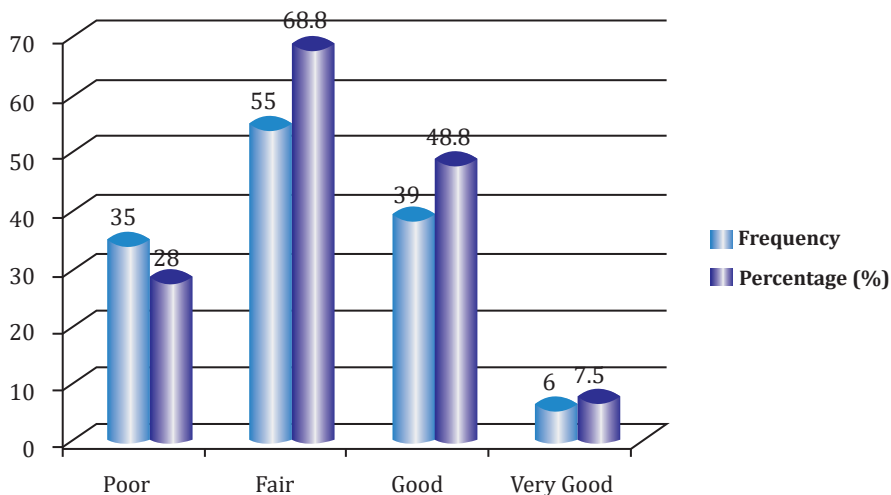


Figure 1: Condition of the storage facilities

Source: Field Data (2022)

The findings indicate that the storage facilities were in fair condition, as shown in Figure 1. Few respondents said storage facilities were in good condition, while others said they were in poor condition. However, the researcher observed that most storage facilities were in poor condition, suggesting that the organisation's vital records are at risk of damage.

This study also assessed disaster management security measures. Respondents were asked about the security measures available in SM through a questionnaire. Figure 2 shows the results from respondents.

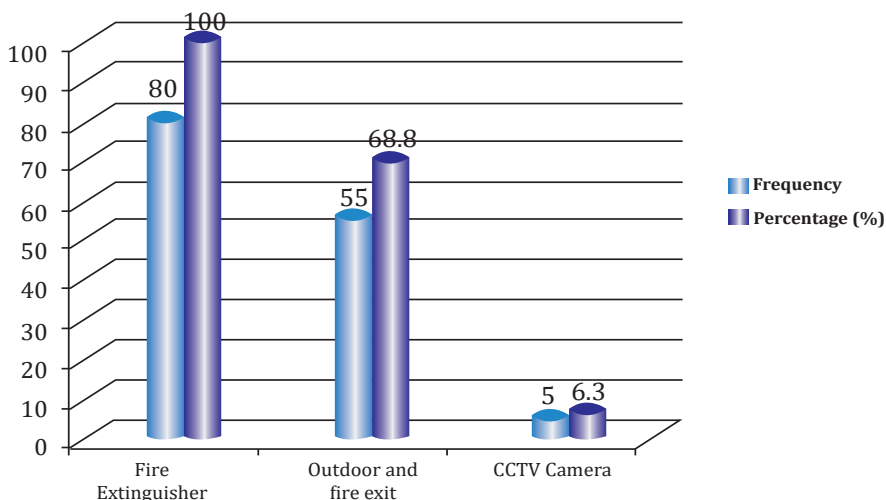


Figure 2: Security Measures Available at SM

Source: Field Data (2022)

Figure 2 indicates that all respondents (100%) identified a fire extinguisher, followed by 55 (68.8%) who identified an outdoor fire exit, and 5 (6.3%) who identified a CCTV Camera. On the other hand, the available security measures in SM consisted of fire extinguishers and a fire exit. The researcher was also prompted to gather data on storage facilities and security measures through interviews, complementing the data obtained from questionnaires and observations. During the interview, therefore, one respondent was recorded saying;

"In our office, we have cupboards, computers, cabinets and government emails, but they are not used for record-keeping in the records office" These facilities are mostly found in the offices of the action officers (Respondent 2).

In another instance, to gather more data, another respondent was asked about the storage facilities, and she was quoted as saying;

"We normally use boxes and wooden shelves to store current and semi-current records in the record office; other facilities are found in other offices" (Respondent 6).

To complement the given responses from the interviewed respondents, the researcher was interested to hear from the senior management on the storage facilities and security measures, and the respondent said;

"The storage facilities that we have in the records office are mainly wooden shelves. The cabinets and computers are found in other offices; this is due to budget constraints" (Respondent 3).

The storage facilities mentioned in the respondent's quote above were indeed supported by the researcher's observation checklist, which was missing from the record offices in SM. Generally, the researcher observed shelves, cupboards, a steel cabinet, computers and boxes as illustrated in Plate 1.



Plate 1: Storage Facilities Available in SM

Source: Field Data (2022)

Therefore, regarding storage facilities and security measures, both qualitative and quantitative findings indicate that although some storage facilities and basic security measures exist, they are either inadequate or unevenly distributed, thereby compromising the safety and protection of records against disasters. The commonly used storage facilities include boxes, wooden shelves, and, to some extent, metal cabinets, while more secure facilities such as safes, metal shelves, plan chests, and cabinets are rarely or never used. Additionally, the findings show that fire extinguishers are widely available, with a limited presence of other security measures, such as fire exits and CCTV cameras. However, qualitative data from interviews and observations provide deeper insights, showing that many essential storage facilities, such as cabinets and computers, are located in the action officers' office rather than the records office, largely due to budget constraints. Furthermore, observations confirmed that most of these facilities are in poor condition, exposing records to potential damage.

4.3 Resources Available for Implementing DMP at SM

This objective aimed to determine an organisation's capacity, in terms of physical, human, and financial resources, to implement a DMP at SM. Organisational capacity was determined by the resources that support the implementation of the DMP. The researcher asked respondents to identify resources available to implement DMP at SM. Table 3 presents the results given by respondents:

Table 3: Resources Available for Implementing DMP (n=80)

Resources	Frequency	Percentage
Physical facilities	26	32.5
Human resources	24	30
Financial resources	22	27.5
Time resources	8	10
Total	80	100

Source: Field Data (2022)

Table 3 shows that the main resources indicated by a large number of respondents, compared to other resources, were physical resources 26(32.5%), followed by human resources 24(30%), as identified by respondents, and 22 (27.5%) went to financial resources, whereas 8 (10%) respondents identified time resources for implementing DMP. The said physical resources included the records storage area and the storage facilities. The second question concerned the adequacy of the identified resources at SM. Table 4 entails the results portrayed by the respondents.

Table 4: Level of Adequacy of the Identified Resources

Resources	Adequate		Not adequate	
	F	%	F	%
Financial resources	2	2.5	78	97.5
Physical resources	10	12.5	70	87.5
Human resources	30	37.5	50	62.5
Time resource	0	0	0	0

Source: Field Data (2022)

Table 4 indicates that the financial, physical, human, and time resources were deemed inadequate in SM. Data on the level of adequacy of the resources were also gathered through an interview, whereby one respondent was quoted as saying:

“We set a small budget on matters related to disaster management because, honestly, disasters are a myth to us.” We are currently prioritising what happens on a regular basis” (Respondent 5).

It may be inferred from the above quotation that the issue of budgeting for the smooth implementation of DMP is, to some extent, unwarranted at SM. This complicates the implementation of DMP. Additionally, another respondent mentioned budget constraints affecting training for DMP implementation. During the interview, one respondent stated:

“It is true that we lack sufficient budgets for designing disaster management training in our office; there are various proposals for training, but we lack funds to implement our plans” (Respondent 2).

Conversely, data on the availability of human resources comprising the disaster management team at SM were collected through an interview, during which one respondent stated: “Officially, we don’t have professional staff dealing with disaster management.”

In order to cement the responses provided by the respondents, the researcher again interviewed one senior human resource officer who said;

The office currently lacks enough staff who are trained on disaster preparedness; most of us use the experience we have and sometimes employ professionals from outside.” (Respondent 8).

Both quantitative and qualitative data indicate significant limitations in organisational resource capacity. Although some resources exist, they are insufficient, underfunded, and inadequately utilised, hence weakening the Municipality’s capacity to effectively implement DMP.

4.4 Challenges Facing the Implementation of DMP in SM

The third objective is to identify the challenges hindering the effective implementation of DMP in SM. In this objective, three questions were asked. The first question was about the challenges in implementing DMP. Table 5 presents the respondents’ findings.

Table 5: Challenges Facing Implementation of DMP (n=80)

Challenges	Agree		Neutral		Disagree	
	F	%	F	%	F	%
Financial constraints	76	95	0	0	4	5
Insufficient records management infrastructure	75	93.8	3	3.8	2	2.5
Inadequate knowledge and experience	73	91.3	0	0	7	8.8
Insufficient security measures	73	91.3	0	0	7	8.8
Poor support from the management	72	90	5	6.3	3	3.8
Lack of skilled personnel and equipment	65	81.3	9	11.3	6	7.5
Lack of awareness of disaster preparedness	64	80	10	12.5	6	7.5
Irresponsibility of some staff	60	75	10	12.5	10	12.5
Negligence	58	72.5	8	10	14	18
Climate change	57	71.3	15	18.8	8	10
Lack of empowerment and motivation	57	71.3	15	18.8	8	10
Absence of a strong disaster management committee	57	71.3	15	18.8	8	10
Lack of coordination among other departments	55	68.8	15	18.8	10	12.5
Unplanned urbanisation	55	68.8	10	12.5	15	18.8

Source: Field Data (2022)

Table 5 presents challenges facing DMP implementation. Findings show that most respondents agreed that challenges such as financial constraints, insufficient records management infrastructure, inadequate knowledge and experience, insufficient security measures, and poor support from management. It was followed by a lack of skilled personnel and equipment, a lack of awareness of disaster preparedness, and the irresponsibility of some staff. Other challenges are negligence, lack of empowerment and motivation, climate change, lack of coordination among other departments, lack of awareness of disaster preparedness, and unplanned urbanisation.

To enrich the data on the challenges in implementing DMP in SM, the researcher considered it worthwhile to conduct interviews with the respondents. In the process, it was discovered that some respondents were aware of disasters but did not know how to implement the plan. On top of that. One respondent was caught saying;

"I think disasters do not occur frequently, it is like things that do not exist so people relax, another challenge is elite people are also not aware of disaster issues, for example, for us here the only common disaster we are mostly aware of is fire because it commonly happens and because we hear in different places like Dar es Salaam, Dodoma but other disasters are not known because they often don't occur" (Respondent 6).

The statement above indicates that people lack sufficient knowledge of disaster management because they have not recently experienced a disaster. For that reason, records are at risk during disasters. The researcher also observed that employees were not sufficiently proactive in responding to disasters due to insufficient knowledge. Through interviews with respondents, it was again found that management support was poor, resulting in

associated challenges for DMP implementations, including a lack of empowerment and motivation, as well as financial constraints. One respondent claimed that;

“The management lacks enough funds due to an inadequate budget to purchase the required facilities and equipment to enhance smooth operations on disaster-related activities” (Respondent 2).

As seen in the above quotation, the SM staff needed a conducive environment to implement the DMP and achieve the expected results. The lack of support from management, especially in funding, impedes the effective implementation of the DMP on the one hand and creates a sense of inferiority among the staff on the other.

Furthermore, respondents pointed to climate change as increasing the risks of floods and environmental damage to records. Lack of empowerment and motivation was reported to reduce staff commitment, with respondents noting weak structures and unclear responsibilities. Additionally, a lack of coordination among departments was said to hinder the effective implementation of DMP. Lastly, unplanned urbanisation was associated with increased disaster vulnerability due to poor planning and inadequate infrastructure. Through questionnaires, the researcher sought to determine whether participants had solutions to the challenges that impeded the effective implementation of DMP. Responses are recorded in Table 6.

Table 6: Solutions to the Implementation of DMP

Solution	Frequency	Percentage
Creation of awareness on DMP	52	65
Allocation of enough budget	45	56.3
Provision of enough records infrastructure	39	48.8
Provision of training	27	33.8
Provision of an adequate climatic control system	19	23.6
Appropriate coordination from other staff	18	22.5
Strengthen the disaster management committee	12	15
Commitment among staff	9	11.3

Source: Field Data (2022)

From Table 6, respondents require awareness-raising on disaster preparedness, allocation of sufficient budget, provision of adequate record-keeping infrastructure, provision of training, provision of an adequate climatic control system, appropriate coordination with other staff, strengthening the disaster management committee, and staff commitment to the effective implementation of the DMP.

The qualitative findings support and enrich quantitative results by providing deeper insights into the solutions required for effective implementation of DMP at SM. In interviews, respondents emphasised the need to raise staff awareness of disaster preparedness. Additionally, several respondents highlighted the importance of increasing

budget allocation. As one respondent noted, *“Without enough budget, it is hard to improve storage facilities or conduct training on disaster management”*.

A comparison of quantitative and qualitative findings shows that enhancing awareness, increasing financial support, improving infrastructure, and strengthening institutional coordination are critical for the successful implementation of DMP.

5.0 Discussion of Findings

5.1 Storage Facilities and Security Measures

The condition of storage facilities used in SM was not conducive to the effective implementation of DMP. Records require facilities depending on their size, formats, and nature. Rutta & Ndenje-Sichalwe (2020) & Sawala (2021) revealed that suitable, modifiable storage equipment should be capable of accommodating the size and volume of records, thereby enabling the proper implementation of DMP. The findings show that storage facilities were in poor condition, thereby putting records at risk of damage. The study was conducted by. Wigati and Rachman (2025) observed that archival institutions in Indonesia strengthened record protection through fire-resistant storage environments and regular monitoring of storage facilities to minimise the risk of record loss during fires. This implies that vital records were safeguarded against damage, especially from fire. However, the study conducted by Zulkipli (2021) portrayed that the records storage facilities were in poor condition. The management cycle stipulates that an organisation should prepare for disasters by putting in place all necessary facilities before a disaster occurs.

On the other hand, the available security measures in SM consisted of fire extinguishers and a fire exit point. The results of the study align with those of previous studies (Wigati & Rachman, 2025; Ng’unda, 2021), which revealed that the security measures in place to safeguard public records included fire extinguishers, security guards, smoke alarms, burglar alarms, and fire alarms. It can be argued that the security measures implemented in SM were inadequate for the level of protection required to safeguard public records. Although the security measures enable the organisation to quickly respond to and recover from the impacts of disasters, including rescuing public records, they were found to be ineffective at securing records against likely disasters. During the observation, only fire extinguishers were found installed in some offices. The current and effective security measures, such as smoke detectors and water-sensing alarms, were not seen. Therefore, inadequate and inappropriate storage facilities hinder the implementation of DMP because records are at risk of damage.

5.2 Resources Available for Implementing DMP at SM

Effective implementation of disaster management plans depends on adequate financial, human, and physical resources. Sadiq et al. (2025) found that organisations with stronger institutional capacity and stable funding mechanisms were more effective in implementing disaster preparedness and response activities, while limited budgets and shortages of trained personnel weakened implementation efforts. Similarly, Okunola (2025) reported that many African institutions continue to face challenges, including insufficient disaster

management financing, weak coordination, and inadequate technical expertise, all of which undermine preparedness and recovery initiatives. Rodrigues et al. (2025) also observed that municipal disaster management units with inadequate staffing and limited material resources struggled to operationalise disaster management plans effectively. These recent findings reinforce the view that insufficient funding and human resources can significantly constrain the implementation of DMPs in organisations such as SM. Therefore, this situation hinders the effective implementation of DMP in SM, thereby exposing records to the risk of damage during disasters.

5.3 Challenges Facing the Implementation of DMP in SM

The study found that financial constraints are the most significant challenge to implementing the Disaster Management Plan (DMP) in Singida Municipality (SM), with other challenges stemming from inadequate budget allocation. According to the Disaster Management Cycle (DMC), effective disaster preparedness, response, and recovery require sufficient financial resources to support infrastructure development, installation of security systems, emergency response, and restoration of normal operations. Without adequate funding, these critical activities cannot be carried out effectively.

This finding is consistent with Turay & Gbetuwa (2022), who observed that in Sierra Leone, most challenges in DMP implementation arise from financial inadequacy. Limited funding affects personnel recruitment and training, equipment availability, and overall disaster preparedness. Similarly, lack of trained staff and limited exposure to disaster management practices were identified as key constraints. These findings suggest that financial limitations are a common challenge across many African countries.

The study also revealed that inadequate knowledge and low staff preparedness hinder effective DMP implementation. This aligns with UNDRR (2025), which reported that in Sub-Saharan Africa, disaster management is constrained by limited financial capacity, restricted local authority, and weak accountability systems. These challenges similarly affect SM, indicating broader systemic issues in developing countries.

Another major challenge identified is weak interdepartmental coordination and the absence of a strong disaster management committee. Effective implementation of DMP requires collaboration across departments and stakeholders. However, SM suffers from poor coordination, undermining disaster preparedness and response. In contrast, the Centre for Excellence in Disaster Management & Humanitarian Assistance (2021) highlights that in the Lao PDR, strong coordination and continuous information dissemination across all levels have contributed to the successful implementation of DMPs.

To address these challenges, the study suggests that SM should prioritise increased budget allocation for staff training, improved record-keeping infrastructure, and strengthened disaster preparedness. This recommendation is supported by Zulkipli (2021), who emphasises the need for adequate funding, training, staff commitment, and coordination for effective DMP implementation. Similarly, Que et al. (2022) found that in China, sufficient financial and human resources, along with public awareness initiatives, are critical for successful disaster management.

6.0 Conclusion

This study, based on its major findings, concludes that SM lacked sufficient capacity to implement the DMP due to inadequate resources, including financial, human, and physical. Therefore, management must ensure the availability of fundamental resources, such as financial, human, and physical capacity, to implement the DMP. The researcher drew that conclusion from the findings, as required by the disaster management cycle. The disaster management cycle demands that, for DMP to be effectively implemented, storage facilities must be sufficient to store public records. Additionally, security measures such as fire extinguishers, fire alarms, and CCTV cameras should be in place. On the other hand, the DMC requires that the DMP be effectively implemented with adequate resources. Generally, the importance of DMP for securing public records should not be ignored; records would be at risk of damage in the event of disasters. Therefore, it is very important to effectively implement DMP to ensure the survival of records.

7.0 Recommendations

To effectively implement DMP for records, this study recommends that the organisation allocate sufficient budget for disaster management activities. The management of SM should allocate sufficient budgets for pre- and post-disaster activities, namely prevention, preparedness, response, and recovery. The records management unit should be given high priority to ensure effective records management. Also, SM should consider installing and properly using security measures such as CCTV cameras, smoke detectors, fire alarms, water-sensing alarms, and fire extinguishers, and ensuring they are regularly updated and maintained. In addition, there must be adequate and appropriate storage facilities to accommodate the volume, size, and nature of records in SM. On the other hand, SM should strengthen coordination across all departments to deepen understanding and collaboration within the community and among other stakeholders, such as staff, customers, and the public at large, to ensure the effective implementation of the DMP. Disseminate the DMP to all employees in the organisation and other stakeholders, as required under the National Disaster Management Act of 2015.

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