MANAGEMENT OF INCOMING AND OUTGOING MAILS AT THE MINISTRY OF TOURISM WILDLIFE AND ANTIQUITIES KAMPALA, UGANDA

BY

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A DESSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN RECORDS AND ARCHIVES MANAGEMENT OF MAKERERE UNIVERSITY

JULY 2018
DECLARATION

I Awor Felistus hereby declare that this work is my own original. It is not in any way a duplication of some other person’s work and it has never been presented to any university or institution for the award of a degree or otherwise.

Signed..............................................

Name.............................................

Date...........30th July 2018..................
APPROVAL

This is to approve that Awor Felistus carried out a study on Management of incoming and outgoing mails at study at the Ministry of Tourism Wildlife and Antiquities under the guidance and supervision of

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SIGNATURE:

DATE: 30th Oct 2018
DEDICATION

I dedicate this dissertation to my mum Mrs. Agola Mary for the tremendous sacrifice she has given in for me throughout my studies amidst the difficulty she has go through to make my future a success. Thank you once more.
ACKNOWLEDGEMENT

First and foremost, I wish to thank the almighty God for the protection He has put upon my life throughout the three years of my study and for providing for me tuition and all other necessities. May the glory and honor go back to the Creator of heaven and earth.

Special thanks go to my beloved mother Mrs. Agola Mary who during the difficult times in my studies gave me love, financial support, spiritual encouragement and affection. Not to forget of my sisters Akoth Mercy, Athieno Sharon and my friend Abila Peter who contributed in the course of my study. Thank you all.

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I also want to thank the management of MTWA particularly to the respondents whose assistance helped me to complete his study. I also appreciate the authors of the published materials that greatly helped me as well.
# LIST OF ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>MTWA</td>
<td>Ministry of Tourism Wildlife and Antiquities</td>
</tr>
<tr>
<td>UWEC</td>
<td>Uganda Wildlife Education Centre</td>
</tr>
<tr>
<td>UWA</td>
<td>Uganda Wildlife Authority</td>
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<tr>
<td>MTTI</td>
<td>Ministry of Tourism Trade and Industry</td>
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<tr>
<td>UWTI</td>
<td>Uganda Wildlife Training Institute</td>
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<tr>
<td>UTB</td>
<td>Uganda Tourism Board</td>
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<tr>
<td>HTTI</td>
<td>Hotel Tourism and Training Institute</td>
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<tr>
<td>SARO</td>
<td>Senior Assistant Records Officer</td>
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<td>PS</td>
<td>Permanent Secretary</td>
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ABSTRACT

The research was carried out at Ministry of Tourism Wildlife and Antiquities and focused on the Management of incoming and outgoing mails with an aim of looking at the systems in use and how mails are handled. The research had the following objectives;

• To find out the types of records managed at the Ministry.
• To find out how incoming and outgoing mails are managed at the Ministry.
• To find out the challenges faced when managing incoming and outgoing records.
• To suggest solutions for improved management of incoming and outgoing records.

The study was qualitative in nature and it uses observation, and interview methods to collect data that was used to generate the findings. The data collected was analysed and findings were presented under themes in relation to study objectives. The study discovered different types of records managed at MTWA which included administrative records, personnel files, subject files, legal files.

The study revealed that the management of incoming and outgoing mails is manually done which is related with a lot of problems and the findings highlight the necessity for employment of computerized system to ensure better service delivery and improved records management system in the Ministry.
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CHAPTER ONE: INTRODUCTION

1.1 Introduction
This study was undertaken to provide detailed information about the management of incoming and outgoing mails at the Ministry of Tourism Wildlife and Antiquities (MTWA) and how the management of both incoming and outgoing mails is beneficial to the Ministry.

This chapter provides background of the study, problem statement, aim of the study, objectives of the study, research questions, scope of the study, justification of the study, significance of the study and definition of operational terms.

1.2 Background of the study
Incoming mails in any organisation are very important since they form part of the records an organisation may keep. Most incoming mails come into an organisation carrying messages containing very important information that at times need feedback or reply which is written mostly informal of letters therefore leading to a process called outgoing mails (Kullabs 2017). Incoming and outgoing mails help in performing business transactions in organisations. Komin (2018) says mails create a reliable form of communication within the organisation and builds good relationships between organisations, agencies, Ministries among others. Mails show a sign of seriousness and interest for business. It is very hard to do away with mails since most activities run through mailing that is to say recruitment of employees, calling upon meetings, exchange of goods and services and so on making incoming and outgoing mails very vital and hence there is no Organisation or Ministry or Agency that can do away with mails (Stewark and Melesco, 2000). For the above importance of mails the researcher decided to look into the management of incoming and outgoing mails.

1.2.1 Conceptual background
According to Will (2012), not every piece of paper is a record. A record can be defined as any information regardless of form or medium created, received, maintained and used by the organization or an individual in pursuance of legal obligations or in the transaction of business, of which it forms apart or provides evidence.
Incoming and outgoing records include active and inactive records. The research was most concerned with active records kept at the registry. According to Collaghan (2015), a registry is a collection of all the official records relating to something or a place where they are kept. There are different types of registries which include centralized, decentralized and compromised.

Incoming and outgoing records of an organization may consist of mails, minutes, reports and other written information (Read and Ginn, 2008). These records are very essential in decision making, smooth running of business in an organization and therefore need proper management.

Records can be in very many forms that is paper based records, electronic records, sound records among others. This research was more concerned with paper based records. Incoming and outgoing records of employees and other activities are very vital therefore proper handling for example filing, indexing, classifying among others has to be put into practice for proper management of records (Read and Ginn, 2008).

1.2.2 Organisational background

Ministry of Tourism, Wildlife and Antiquities is located in Kampala, Rwenzori Towers second Floor plot 6 Nakasero road P.O Box 4241, Kampala Uganda.


Ministry of Tourism, Wildlife and Antiquities is a government organization which was recently created by splitting Ministry of Tourism, Trade and Industry that was being repositioned to provide political, technical guidance and oversight of the sector which is critical to planning and national economic development.

In addition the ministry oversees the operations of statutory institutions which include; Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), Uganda Wildlife Training Institute (UWTI), Kasese and Hotel Tourism and Training Institute (HTTI) located in Jinja. It also oversees the following programs/ institutions: Uganda Wildlife Educational Centre (UWEC),
Chimpanzee Sanctuary and Wildlife Conversation Trust, Rhino Fund Uganda and Bwindi-Mgahinga Conservation Trust.

Ministry of Tourism wildlife and Antiquities performs the following activities that is formulating, implementing and monitoring of tourism, wildlife and cultural heritage policies, legislations, regulations, plans, strategies and standards through reviewing the Uganda Tourism Plan (1993-20030, Uganda Wildlife Conservation Policy (1999), Uganda Wildlife Act cap 200, The Historic Monuments Act 1966, Uganda Tourism Act 2008, Tourism Policy 2003 formulating Museums and Monuments policy, Hotel and Training Institute Bill, Uganda Wildlife Research and Training Institute Bill, Tourism and Hospitality services standards and guidelines, Revenue sharing, use of rights, fire arms and concessions regulations, Museums, research and monuments guidelines adhere to performance plans and budgets - Produce and disseminate annual performance reports. Develop a tourism marketing strategy for Uganda as well as Providing a timely and relevant information and advice within the ministry mandate.

1.3 Problem statement

Records keeping in organisations have many problems which should be considered and solutions proffered. These problems are seen in keeping, arranging and preparation of records. The rate at which paper work accumulates every working day throws many heads into confusion on how to deal with them. Experience has shown that owing to inefficiency in the practice of records management, organisations find it very difficult to make decisions as and at when appropriate (Waters, 2017). Ministry of Tourism Wildlife and Antiquities seems to have issues related to; Some Action officers take long to work to act on files brought to them which make a lot of records to stay outside the registry for a long time which may eventually lead to misplacement of certain valuable records, other action officers arrive in their offices late and leave their offices before the expected time or closing time leaving some of the paper work un attended to (Leong, 2016). With such acts, if there are files to be worked upon by those categories of officers, then files and records will take long to be worked on or sometimes those officers may have worked on the files but be lazy to return files and records back to the registry due to their busy schedule and tendency of not staying in office for all working hours. All the above can be solved by motivating workers that is to say paying them on time, giving allowances, and providing good working conditions (Komin, 2018)
1.4 Aim of the study
The aim of the study was to find out how the registry staff or records officers manage and handle incoming and outgoing records at the Ministry.

1.5 Objectives of the study
- To find out the types of records managed at the Ministry.
- To find out how incoming and outgoing mails are managed at the Ministry.
- To find out the challenges faced when managing records.
- To suggest solutions for improved management of incoming and outgoing records.

1.6 Research question
1. What types of records are managed at the registry at the Ministry of Tourism Wildlife and Antiquities?
2. How are incoming and outgoing mails managed at the registry of MTWA?
3. What challenges does the registry face in the management of records at the registry?
4. What solutions can be suggested to improve the management of records?

1.7 Scope of the study
Bowen (2014) suggests that the scope of the study basically means all those things that will be covered in the research. He continues to say that the scope defines clearly the extent of content that will be covered by the means of the research in order to come to more logical conclusions.

1.7.1 Contextual
The purpose of this study was to evaluate the management of incoming and outgoing records at the registry of Ministry of Tourism Wildlife and Antiquities as part of research.

1.7.2 Geographical
This study was conducted at the Ministry of Tourism Wildlife and Antiquities, a government body which coordinates and runs activities within Uganda and it is located in the central division Kampala. The study was conducted mainly at the registry.
1.7.3 Time scope
The study was conducted from April to July 2018. The number of activities conducted and time taken have been shown or illustrated on a Gantt chart.

1.8 Justification of the study
This study was carried on to find out more about the management of incoming and outgoing records. That is to say, if information needs of the organization are met or if the information users are satisfied with the services delivered through the management of incoming and outgoing records.

The research was carried out to ensure that methods and procedures followed in the management of incoming and outgoing mails would be able to meet full information needs of employees or staff and other outside organizations.

Improved service delivery would be attained once the issue of delay of action of different files and records are resolved Thus will make work at the registry easier.

The research would also help registry staff or records officers to understand better methods and procedures to follow in the management of incoming and outgoing mails for examples better ways of tracing files.

1.9 Definition of operational terms
**Record:** A record can be defined as any information regardless of form or medium created, received, maintained and used by the organization or an individual in pursuance of legal obligations or in the transaction of business, of which it forms apart or provides evidence (ISO: 15489: 2001).

**Incoming records:** These are records that are received from external sources and are received most especially in form of letters (ISO: 15489: 2001). Efficient processing of incoming mails is very essential in the management of records.

**Outgoing records:** Grahame (2005) notes that these are records especially in form of letters written within an organization to outside agencies or ministries. They are always typed and printed on headed papers.
Registry: A registry can be defined as collection of all the official records relating to something or a place where they are kept (Kailes and Enders, 2014). They continue to say that some registries are mandated by legislation while others are commercial.

Records Management: Judith and Ginn (2011) define records management as a field responsible for the efficient and systematic control of creation, maintenance, use and disposition of records. It involves the process of deciding how to manage records and a system of managing them which proves that records management is applied in the management of incoming and outgoing mails at the Ministry of Tourism Wildlife and Antiquities.

Filing: Bhatia (2005) defines a filing system as a planned method of classifying and arranging records for storage and retrieval. In addition to the above they continue to suggest that a good filing system should be;

Mail: Komin (2018) describes a mail as any written communication which passes through the messenger, courier or the post office.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This chapter focused on the theoretical review of the existing literature on the management of incoming and outgoing mails documented by different researchers and themes. The review was based on research objectives and also includes the research gap as presented in the following below.

2.2 Types of records
Read and Ginn, (2015) state that records serve as the memory of an organization. Records are grouped according to their value to the organization and the purpose basing on the following types according to Read and Ginn;

- Administrative records, these are records which pertain to the origin, developments, activities and accomplishments of the organization. They may be grouped into two which includes policy and operational records.
- Legal records
These are records of legal value containing evidence of legally enforceable rights or obligations of state. Examples of such records include property, contracts, agreements, leases and licenses.

- Mails
Kullabs (2017) defines a mail as a written communication that passes through a messenger or post office for both incoming and outgoing mails. Kullabs also defines mails as a backbone of modern organizations (Kullabs2017).

Saleemi (2000), states that mails are incoming and outgoing letters used as information in an organization.

- Filled record.
Saleemi (2000) states that a form is a standardized record used to accumulate and transit information for reference purposes.
Saleemi (2000) suggests that forms are the basic tools for all types of office work. Various office forms generate essential information required for efficient conduct of business; this information can be recorded, arranged in a systematic way.

- Reports

Smith (2012) defines a report as a specific form of writing that is organized around concisely identifying and examining issues, events, or findings that have happened in a physical sense such as events that have occurred within an organization, or findings from a research investigation.

Nordquist (2017) defines a report is a document that presents information in an organized format, for a specific audience and purpose. It further explains that although summaries of reports may be delivered orally, complete reports are almost always in the form of written documents.

2.3 Management of incoming and outgoing mails
Management includes procedures through which mails are handled so as to make them meaningful and achieve their intended purpose.

2.3.1 Mail handling
Kullabs (2017) defines handling Mail as a process of receiving, recording and dispatching the receiving and sending letters and documents in properly. The incoming mail is received and recorded by the office (registry) in the entry book or register book. The outgoing mail is dispatched by the office through the post office or messenger.

2.3.2 Procedures of managing incoming and outgoing mails
Stewark and Melesco (2000) suggest that handling mail is one of the important routine functions of every office/registry in an organization which should be performed by the office assistant (records staff) efficiently and they suggest the following procedures.

- Handling incoming mails

This is the process of receiving all letters and documents and recording them in the entry book/register book in a systematic way. These include the following processes below;
i. Receiving the mail: The incoming mail is received by the mailing department (registry) or brought straight to the organization by the postman or messenger. Personal mails are delivered directly to the owners without opening them while some mails may contain security grading for example confidential among others which need extra care and never opened unless instructed to do so.

ii. Recording the mail: The registry records the incoming mail in a book called entry book or register book with particulars such as date received, date the mail was written, subject, and name of the organization from where the mail is coming from.

iii. Stamping the mail: The registry stamps on the top of the first page of the mail. The stamp contains information relating to the date, name of the organization and name of department.

iv. Disturbing the mail: the registry distributes mails to the concerned selection or authority for processing and clearing them. In other wards all mails addressed to the permanent secretary are taken to the permanent secretary for processing.

v. Clearing of mails: the concerned section or authority processes and clears letters on the basis of their importance and priority that is to say after mails are taken to the permanent secretary for processing he or she allocates the appropriate office or department to work on particular mails and after the allocation all mails are returned to the registry then forwarded to different officers on file for further action.

- Handling of outgoing mails

This is the process of drafting letters and documents and sending them to them concerned office or authority (registry) for recording in the dispatch book in a systematic manner (Komin, 2018). He suggests the following processes.

i. Drafting the mail: outgoing mails are prepared by the concerned sections or departments in an organisation. This is done by typing letters on a computer. It is signed by the responsible officer for its validity.
ii. Collecting the mail: The registry collects all the outgoing mails from sections or departments. Sections or departments can also send the outgoing mails to the registry for final dispatch.

iii. Recording the mail: The registry records outgoing letters in a separate book called the dispatch book. The dispatch book is a primary record of all letters dispatched by the office in an organization to outside persons, offices, other organizations and agencies.

iv. Stamping of mail: The letter is folded and inserted in a sized envelope. The address of the receiver is typed or written on the envelope and sealed with gum. A letter to be sent through post office should be stamped.

v. Dispatching the mail: The letter is dispatched to the concerned person or office or organization by the mailing department or registry through the post office or messenger. The message issued on a given issue or topic for knowledge to outside people or office or organization is called information and it is basically in form of notices, circulars, mandatory order, and invitation cards.

2.3.3 Tools for managing mails

Webster (2010) defines a tool as a device or implement especially one held in the hand used to carry out a particular function which include:

- Registers (incoming mails register, internal mails register, outgoing mails register)
- Receiving stamp
- Stapling machine
- Files
- Envelopes
- Paper clicks
- Pens
- Rulers
- shredders
2.3.4 Records creation and capture

Luyombya and Bukirwa (2014) note that creation and collection of records is very important to meeting operational, policy, legal and financial purposes as well as documenting accurately and adequately organisation’s functions, policies, procedures, decisions and transactions to serve reliable evidence.

According to Saffady (2005), business rules for records creation and collection include; what records to be collected, who to create or collect records, when to create or collect records and where to keep records.

2.3.5 Records classification and Filing

Umi and Zawiyah (2017) state that records classification involves the systematic identification and management of records into categories, according to logically structured conventions, methods, and procedural rules represented in a classification system.

According to Foscarini (2009), no matter how expertly a record in any format is designed and prepared, its value diminishes unless it is properly filed and can be readily retrieved when needed. Records classification is often regarded as the blueprint for effective records management because:

a) Records classification allows records to be filed, arranged and stored systematically, thereby minimizing misfiling, loss and unauthorized access and use.

b) It enables faster and more accurate information retrieval.

c) Records disposal can be made much easier and simpler as records with the same retention requirements are filed together.

Franks (2013), continue to say that classifying of records is a process of grouping and arranging records or documents in logical order, according to their degrees of likeness in:

- Physical formats (for example paper files, maps, registers, computer printouts) and
- Intellectual content (subject, project/case, function/activity, etc)

Classification in accordance with physical formats is obviously a relatively easy task. Records personnel should have no difficulty in separating files, computer printouts etc, for storage and maintenance.
A further classification of records by intellectual contents is more complicated.

Marc (2011) describes that the records classification process involves classifying of files that is;

- Grouping records according to their physical format, contents or retention requirements (group filing)
- Developing and maintaining a classification scheme for every group of documents.
- Following the classification scheme in the filing process.

And filing, in simple term, is the process of placing documents into a file in accordance to the file plan (Franks 2013). He further suggests that filing procedures normally include;

- Analyzing the content of documents received or generated.
- Sorting and classifying them according to the classification scheme.
- Arranging and sorting related documents in a specific file jacket (if an appropriate file already exists, place the document into the file in reverse chronological order. Otherwise, open a new file which involves naming the new file and allotting a file reference to it).
- Updating records inventory (if a new file/part is created).
- Marking contextual information on the minute sheets.
- Passing the file onto the action officer and
- Storing the file systematically in a designated place (cabinet) for future retrieval.

Caravaca (2017) notes that components of a records classification system include the following below;

- Classification structure: the system can be hierarchical or sequential. Hierarchical structure shows the tier or sub classification clearly.
- Subject terms: subject terms are words which indicate the subject matter. Primary subject terms represent the main areas of concerns or the main activities of office. Within individual primary subject terms, there could be further sub divisions covering more detailed subject matter.
- Subject codes: subject codes are symbols or abbreviations used to represent the subject. They can be alphabetic, numeric or alphanumerical. In summary subject terms and subject
codes are assigned to the subjects/functions/activities to assist retrieval and management of all records relating to each business activity.

- Index: index is a separate collection of cards, extra copies of documents, cross referencing sheet or other forms arranged in an order different from that of the file list (which lists files according to their classification structure). It provides another way of finding a document other than by file reference. In a subject classification scheme, an index lists the subject terms, their synonyms and other keywords under which information may be sought alphabetically with cross references to the appropriate subject terms and codes. It is regarded as a searching tool.

Bhatia (2005) defines a filing system as a planned method of classifying and arranging records for storage and retrieval. In addition to the above they continue to suggest that a good filing system should be:

- Simple and user friendly that is create something that will be easily followed by staff.
- Transparent that is must make sense and meet the needs of a department.
- Follows record retention that is allows you to maintain accurate records as well as not to store unnecessary records.

Furthermore Kemoni and Wamokoya (2012) note filing features are the characteristics by which documents are classified, stored and retrieved. He continues to say that there are at least six filing features identified in most documents:

i. Subject – topic describing the content of the documents.
ii. Surname (name or title) of the correspondent (individual or organisation)
iii. Name (title) of project, product, transaction, or thing.
iv. Location (geographical or political).
v. Number (symbol) assigned to transaction, commodity, location, project, individual or organizational unit.
vi. Date prepared or used.

Kemoni and Wamokoya (2012) continue to say that filing methods for paper records have got guidelines which include the following:
• Determine whether you are going to use alphabetic or alphanumerical and it is essential to have documented procedures to maintain integrity of filing system even if staff members change.
• Group all documents that are related to a particular employee, contract, and subject matter together.
• Organize folders based on the retention period.

2.3.6 Search and Retrieval of records
Grahame (2005) mentions that records retrieval is the process of recalling specific records from storage. He further explains that in a paper based recordkeeping system, there are basically two stages involved in records retrieval which include;

• Primary retrieval of records: in the primary stage of records retrieval, only the list (or index) of the records is searched.
• Secondary retrieval of records: the secondary stage of record retrieval occurs when the required records, identified from the list, have to be obtained from storage and their contents used to support an action.

Adaramaja (2007) further emphasizes that there are ways of ensuring effective retrieval of records by subject that is to say;

• Proper classification of the records in the first place.
• Proper control in file titling for example vocabulary.
• Proper subject index and good indexing techniques.
• Proper training of registry staff in the techniques.

Municipality (2009) notes that there are some good practices for facilitating the retrieval of files that is to say;

• Active files, in particular those which are frequently retrieved, should be kept as near to the records users as possible.
• The names and contact details of registry staff, and the division of duties among them to manage different series of files should be made known to records users. This would facilitate them to approach the appropriate registry staff to retrieve files.
• Storage equipment should be labeled accurately and conspicuously to facilitate retrieval of files.

2.3.7 Storage and Preservation of records
Kullus (2006) explains that records should be stored in proper facilities (for example filing cabinets, filing racks) in a clean and dry environment and protected from unauthorized access. He continues to say that records should be kept in a suitable medium, system and environment that are compatible with the form and characteristics of the records, their retrieval requirements and preservation needs and should be stored, protected in ways that reflect their security classification.

Read and Ginn (2015) further suggest that paper records should be stored in a clean and dry environment (that is to say not near window, water/sewage pipe, water drain, water tank, manhole, water permeable wall or ceiling), and in proper filing equipment (cabinets, racks). They continue to say that paper records should not be stacked on the floor.

Walker (2013) defines preserving records as a means of ensuring that records remain accessible and usable. Records deteriorate over time, whether they are paper, photographic while the rate of deteriorating will differ, the lifespan of records will depend on how they are managed and the preservation actions applied throughout their life cycle and further suggests the preservation strategies to consider which include;

• The ongoing value of the information to the business compared to the cost of preservation.
• How long the information and records need to be kept.
• How accessible the information needs to be.

According to Millers and Ropper (1999), preservation is aimed at prolonging the usable life of useful information or records. They also state that preservation can be done in two ways that is preventive preservation which seeks to reduce risks of damage and to slow down the rate of deterioration. This aim is able to be accomplished by selecting good quality materials and by providing suitable storage environment and safe handling procedures. Prescriptive preservation is the second way which is the means of identifying and treating or copying damaged material to store useful access to the information that is carrying out reprography for example photocopying.
These can be done to ensure effective and efficient management of incoming and outgoing mails in an organisation.

2.4 Problems faced in the management of records
The management of records is faced by a number of challenges.

Komin (2018) states that there are three top records management challenges that is to say making records easily accessible knowing where a record is located and how to find it in a timely manner is not an easy task especially when searching for information across the organisation. Secondly complying with the retention schedule that is organisations have a wide range of record retention schedules to comply with based on the type of records they deal with. Thirdly preparing for audits throughout the records management cycle, organisations are constantly subject to audits with need to prove to regulators that they have been retaining records in compliance with their legal retention schedules. This is so challenging.

Leong (2016) suggest four challenges to realistic records that is to say deciding what to delete out of the system is very hard since the organisation essentially needs to touch every item of content to decide whether to eliminate or retain it, Designating consistent access privileges that is the coordination of permissions across platforms often takes manual updating which quickly becomes unfeasible due to lag times and high level of human error, Maintaining complete audit trails, and lastly scaling up classification due to large volumes of paper records.

Wakumoya, (2000) observed that most active records are misfiled and lost as access and identification to records is not guaranteed since there is no tracking system for possession of documents. They further go ahead to explain the inadequate storage space and equipment which is a problem in most organisations as they run out of space to accommodate volumes of closed files. This makes management of incoming and outgoing mails very difficult.

2.5 Solutions to the problems of management of records
Secure 360 and UMSA (2014) suggest that real benefits of a good records management system are having a more efficient office; records will be compliant, reduction of operation costs, protecting sensitive data and establishing best practices. They further explain that being prepared for the audits and keeping vital records protected from breach will the organisation’s time, embarrassment and money.
Riley (2009) also emphasizes that training all stakeholders the basic management skills, legal and policy aspects that basic registry procedure requires. This should be done to enable the different records workers acquire the necessary skills in the organization which is a challenge to some of the organizations.

Read and Ginn (2010) suggest that access to the registry should be restricted and that all officers should note that their access to files is only to carry out responsible duties. Unauthorized persons should not gain access to the records.

Height (2009) says that organizing incoming and outgoing mails is easy by registering all incoming and outgoing mails regardless of the physical support through digitizing any document especially paper records.

Furthermore, (Komin, 2018) proposes solutions to improved records management that is to say auto filing newly created records according to the organisation’s regulations and cooperate policies, automatically retaining, transferring and archiving records based on the record type and grouping records in series based on their retention and disposition schedules.

2.6 Research gap
The literature review has different aspects, views about mail handling, storage, preservation, problems and solutions regarding incoming and outgoing mails by different authors in their respective areas of study. However, this activity is thoroughly carried out in Ministry of Tourism Wildlife and Antiquities. Therefore, it will under look the study the study on the Management of incoming and outgoing mails at Ministry of Tourism Wildlife and Antiquities as a case study.

According to the literature survey, the researcher appreciates the work of other researchers as far as management of incoming and outgoing mails in other organisations although the information found doesn’t seem to address the real problems faced by records officers in the management of incoming and outgoing records.
CHAPTER THREE: METHODOLOGY

3.1 Introduction
This chapter presents the research design, area of study, population of the study, sample size, sampling method, sampling technique and data collection methods.

3.2. Research approach
Creswell (2013) states that there are two approaches in research that is to say qualitative and quantitative and continues to define quantitative as an approach that is in a numerical form such as statistics, percentages etc.

The researcher chose qualitative research approach because it suited her purpose. Patton (2015), states that qualitative approach involves use of words or it is form of words.

3.2.1 Research design
According to Pickard (2000), research design is a plan of how the research is going to carry the investigation. Kathori (2005) notes that the research design also refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine ideas for the research purpose. There are many types of research designs which include exploratory research design, hypothesis testing research design, experimental and quasis experimental designs but the researcher will be interested in exploratory research design. The purpose of this study was to find out how incoming and outgoing mails are managed and if the management needs improvement at the Ministry of Tourism Wildlife and Antiquities

3.3 Area of study
Burwell (2018) explains area of study as a study of political or geographical area including the history, geography, language, and general culture. Area of study involves conceptual and geographical.

3.3.1 Conceptual Area
The study basically covered the management of incoming and outgoing mails at the registry at the Ministry of Tourism Wildlife and Antiquities.
3.3.2 Geographical Area
This study was carried out at the Ministry of Tourism Wildlife and Antiquities in Kampala district.

3.4 Study population
According to Marc (2011), population is a complete set of elements with some common observable characteristics. Marc (2011) continues to note that it is critical to distinguish between the populations for which they are required. The population selected for the study included staff working at the registry of Ministry of Tourism Wildlife and Antiquities. The study population comprised of Senior Assistant records Officer (SARO), Assistant records Officer, and Records Assistant making a sample respondent of 3. These are responsible for management, use and control of records.

3.5 Sampling
Strauss and Corbin (2015) describe sampling as the process of selecting units (for example people, organisations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen.

3.5.1 Sample size and selection
Sample size is a part of the population chosen for a survey (Trochim, 2006). The sample size chosen was 3 out of 4 people who are concerned with the activities to do with records.

3.5.2 Sampling Technique
Alvi (2016) notes that sampling technique is the process of selecting samples. The study opted for purposive sampling technique based on characteristics of the population and the objective of the study. Purposive sampling technique is a non probability sample also known as judgmental, selective or subjective sampling. Information managers selected included the Senior Assistant Records Officer (SARO), Assistant Records Officer and the Records Assistant.

3.6 Data collection methods
Data is anything given or admitted as a fact (Oso and Onen, 2005). In addition, Oso and Onen (2005), state that a combination of data collection methods enables the researcher to triangulate the date collected in order to enhance validity of research findings. Data was gathered using
interview, and observation. Secondary data obtained by reading textbooks, journals, online articles, research among others.

3.6.1 Observation method
This is a method of collecting data that involves watching or seeing what is happening in the field (Kumar, 2005). The researcher applied this method during data collection by carrying out data analysis, observation on how records are handled.

3.6.2 Interview method
This is face to face interaction between a researcher and a respondent where a procedure is followed to find answers to a set of interview questions (Kathori, 2005). The researcher used interview method to generate enough detailed first hand information.

3.7 Data collection instruments
Data collection instruments were used to check for the appropriateness of the data that was collected.

3.7.1 Observation guide
It is a listing that facilitated the observation method of data collection. This list was prepared by the observer to give her a structure and framework for an observation (Salomon, 2011). In this case the observation guide was constructed to help the researcher when observing relationship between records manager and staff on how records are shared, service provided and various ways on how records are handled.

3.7.2 Interview guide
An interview guide listed the questions or issues to be explored during an interview (Boyce and Neale, 2006). It directed a researcher on what kind of questions to ask during the face to face interaction.

3.8 Data analysis
Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making (Creswell, 2013). He continues to say that are two approaches of data analysis that is quantitative and qualitative. The researcher used qualitative data analysis to describe the findings clearly.
Sandelowski (2000), states that qualitative focuses on understanding of the social context of people in their natural setting. This approach involves a lot of techniques including content analysis, inductive analysis, discourse analysis and logical analysis. Content analysis was used to examine data so as to describe each element in the data.

3.8.1 Data presentation
Data collected was complied, sorted, edited, classified, coded and analyzed to find out the facts and make conclusions basing on each objective of the study. Data was analyzed systematically according to the objectives of the study by entering data, exploring, and coding by use of soft numbers such as percentage and frequencies. Tables and photos were used to present and bring out the meaning of data.

3.9 Research procedure
An introductory letter was acquired from the Head of Department of Records and Archives Management, East African School of Library and Information Science Makerere University introducing the researcher to the Ministry of Tourism Wildlife and Antiquities requesting them to assist accordingly. The researcher then proceeded with making appointments to conduct interviews with the respondents and also make observations. There after the researcher compiled data and prepared to write the research report of findings.

3.10 Data quality control
The term quality control refers to the efforts and procedures that researchers put in place to ensure the accuracy of data collected using methodologies for a chosen study.

3.10.1 Data validity
Validity of the instrument means that the instrument is serving the purpose for which it is intended (Salomon, 2011). The researcher has validated instruments using face validity by ensuring that questions or items in the instrument conform to the study’s objectives. This was done by consulting supervisor (SARO) at MTWA and colleagues with knowledge about the theme of the study to rate each item in the questionnaires as either relevant or irrelevant.
3.10.2 Data reliability
The reliability of the instruments indicates that the instruments are moderate and therefore they were fit for conducting research. This was confirmed by the Head of records department at MTWA.

3.11 Ethical considerations
Ethical issues refer to the conforming to accept standards of social or professional behavior. The findings of the study were used for the purposes of the study only and identified participants were not revealed. Before interviews were conducted, the researcher fully introduced herself to the respondents and clearly stated the purpose and objectives of the study. Data collected was handled with a lot of care and confidentiality and the researcher obeyed all the rules that were to be followed at the case study for the purpose of getting quality information. All information gathered was documented in the research report (dissertation).

3.12 Limitations of the study and how the researcher overcame them
The following are some of the problems that the researcher faced during the course of the study;

Time wastage: This was the most terrible limitation faced by the researcher in the course of the study. This was because most appointments were made by respondents to the researcher and sometimes these appointments were turned down due to the busy schedule of respondents.

High costs of data collection in form of transport, telephone calls, printing and stationery yet the researcher was not financially stable.

Delays in response: some respondents took a lot of time cross checking the questionnaires and they also had their daily activities which created delays in the collection of data.

How the researcher has overcome different challenges during the study

Being patient and obedient during the course of the study. The researcher was very patient in every step taken in the course of the study.

The researcher applied for a soft loan from local money lenders to facilitate her in terms of transport and other expenses.
CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction
This chapter presents and interprets the findings of the study (management of incoming and outgoing mails). The findings were based on data collected with the help of research questions which were derived from the objectives of the study which included:

- To find out the types of records managed at the Ministry.
- To find out how incoming and outgoing mails are managed at the Ministry.
- To find out the challenges faced when managing records.
- To suggest solutions for improved management of records.

The study adopted both qualitative and quantitative research though more of qualitative was used as noted in chapter three. The researcher was able to interact with records, understand records and everything surrounding records better.

Observation was used to the fullest and it involved the researcher taking notice of how activities of MTWA regarding incoming and outgoing mails are carried out. The interview also helped the researcher to interact directly with the respondents and a lot of information was generated regarding the management of incoming and outgoing mails, challenges and so much more.

4.2 State of the Ministry
The Ministry studied was Ministry of Tourism, Wildlife and Antiquities found along Nakasero road on Rwenzori towers second floor which has a provision registry. MTWA’s registry is headed by the SARO according to the interview that was conducted. The SARO also said that their registry cannot accommodate too many users at the same time most especially researchers from out. The researcher was also able to observe that the registry is subdivided into 3 sections that is the receiving section/desk, restricted section where most records activities take place for example filing, sorting of documents and a section where records are kept in filing cabinets and shelves.

4.3 Description of Respondents
All the respondents were very welcoming and friendly and didn’t give the researcher any hard time concerning finding out information about the management of incoming and outgoing mails.
The respondents included the Senior Assistant Records Officer (SARO), Assistant Records officer and the Records Assistant.

4.3.1 Description of Respondents by gender
The study involved three (3) staff members that is SARO (female), Assistant Records Officer (male) and Records Assistant (male) as portrayed in the table below.

Table showing Respondents’ gender

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>1</td>
<td>33%</td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>67%</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.3.2 Response rate
The researcher carried out her study using interview guides and observation guide and the respondents were three (3) in total. The three respondents were the staff from which information was acquired regarding the management of incoming and outgoing mails. They provided information and knowledge to their best ability and all responded positively to all questions that were asked by the researcher.

4.3.3 Experience of the Respondents
The researcher was allowed to interview respondents basing on the department that suited her study. This was the registry department and the respondents’ years of experience were noted by the researcher as portrayed below.

<table>
<thead>
<tr>
<th>Department</th>
<th>Position</th>
<th>Experience (years)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registry</td>
<td>SARO</td>
<td>30</td>
<td>1</td>
<td>33.33%</td>
</tr>
<tr>
<td>Registry</td>
<td>Assistant records Officer</td>
<td>24</td>
<td>1</td>
<td>33.33%</td>
</tr>
<tr>
<td>Registry</td>
<td>Records Assistant</td>
<td>6</td>
<td>1</td>
<td>33.33%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>3</td>
<td>100%</td>
</tr>
</tbody>
</table>
4.4 Types of records managed at the registry

Among the objectives of the researcher was to find out the types of records managed at MTWA under the registry department. According to SARO, “records managed are grouped in different categories” and these findings are also in relation with Read and Ginn (2015)’s view of types of records. This is what was discovered;

- Administrative records: The Assistant Records Officer said in the interview that administrative records they manage include policy files and subject files. He further said that the subject files included reports, appointments of staff, and disciplinary matters among others.
- Personal files: Another respondent said that among the personal files they manage include appraisal files with green file covers and open personnel files with pink file covers.
- Legal files: The Records Assistant said that the legal files have records such as land documents but mainly kept with the permanent secretary.
- Financial records: According to the interview conducted financial records included license, ledger books but mainly kept with the accounts department.

4.5 Management of incoming and outgoing mails

The researcher’s objective two was to find out how the incoming and outgoing mails at MTWA are managed and this is what the findings were;

4.5.1 Handling mails

The SARO told the researcher that mail handling involves two accounts that is incoming mails and outgoing mails.

- Handling of incoming mails.

According to the researcher’s observation incoming mails were handled in accordance to Kullabs (2017)’s ways suggested of handling mails which include;

i. Receiving of mails: When mails arrived at the registry, a records staff received the mails handling each at a time but mostly received mails addressed to the Permanent Secretary. The records staff would open the mail and check if the mail is original and not duplicate,
if the mail has a date, signature, full address and if it has any attachments. Mails addressed to personal individuals were sent directly to the owners with opening them.

ii. Recording the mail. After opening and checking for the above details, then the records staff would record the mail in the incoming mails register which had particulars such as receiving date, date the letter or mail was written, reference number, subject of the letter, name of the organisation from the letter is coming and name of the addressee.

iii. Stamping the mail: after the above, the registry staff then stamped on the mail at the top right corner of the first page of the mail using the registry security receiving stamp.

iv. Disturbing the mail: the mail was then taken to the office of the Permanent Secretary and signed for by the deputy or office attendant to show that the office has received the mail safely for further action.

v. Clearing of mails: One of the respondent said that after the Permanent Secretary has read through the mails he then recommended different respective action officers depending on their obligated duties to work on particular mails and after returned to the registry as records to proceed to the next step that is taking filing records and taking routing files to action officers for action required.

• Handling of outgoing mails

According to SARO outgoing mails involves the process of drafting letters and documents and then sending to the drafted letters to the registry for recording in the outgoing mails register. This is in line with what Komin (2018) suggested and the process involves the following;

i. Drafting the mail: One of the respondent said that outgoing mails are prepared by different departments depending on their duties and what issues the letter is all about. Such departments include Wildlife and Conservation department among others and once a particular department drafted a letter and signed on it for its validation and made sure that each letter drafted has three (3) copies.

ii. Collecting the mail: the Records Assistant mentioned in the interview that after drafted mails were complete, one of the registry staff would collect ready outgoing mails from different departments or sometimes those departments would send or forward three copies of each drafted letter to the registry for dispatch.
iii. Recording the mail: according to the researcher’s observation, outgoing mails were recorded in a separate register called the outgoing mails register and details recorded in the register included the date of the letter, reference number, subject, name or title of the addressee and name of the organisation where the letter is going.

iv. Dressing the mail: after recording the mails usually one copy of each mail was put in an envelope and full address of the addressee written on top of the envelope and then the sealed and all outgoing mails were put on the outgoing mail tray. Another copy of each mail to be dispatched as outgoing mails were filed in a file called flimsy file and the third copy clipped with the envelope having a letter to be dispatched.

v. Dispatching the mail: another observation made was that after dressing all mails with envelopes, the office attendant would then do the dispatch or sometimes the Records Assistant. And when dispatch was to be done anyone responsible to carry out dispatch would go with all mails and also third copy of each mail and also a dispatch book such that on delivery the person who received the mail in a particular organisation or agency would stamp on the third copy with their receiving stamp and also sign in the dispatch/delivery book to show that they have received the mail.

4.5.2 Tools used in the management of incoming and outgoing mails

According to the researcher’s observation, tools included the following:

- Incoming mails register: this was for recording incoming mails.
- Outgoing mails register: this was for recording outgoing mails.
- Internal Routing register: this was for recording all files leaving the registry.
- Pens: these were used for writing in the registers. These were always red and black.
- Ruler: this tool was used for drawing lines in the registers.
- Stapling machine: this tool was used for stapling or attaching documents together.
- Paper clips: these were used for holding two or more documents together to avoid misplacement.
- Registry security receiving stamp: this was used to stamp on every incoming mail that arrived at the registry.
- Paper cutter: this was used to trim off unwanted parts of a document.
• Shredder: this was used to shred unwanted documents to save space for useful documents.
• Files: these were used to keep documents safe.
• Envelopes: these were used to put letters or documents going out of the Ministry.

4.5.3 Records creation and capture
The Assistant Records Officer told the researcher that all records created that is to say records that come into the Ministry as incoming mails and those created within the Ministry for example internal memorandums, loose minutes are captured manually in registers and persons responsible for the records (for example minutes) informed. All records captured are kept stored well according to their confidentiality that is open, confidential and secret (for example land documents were regarded as secret and kept in the Permanent Secretary’s office). He continued to say that they create their records deriving from their mandate, vision and mission to provide services of the highest standards and quality based on the values and principles.

4.5.4 Records classification and filing
MTWA largely deals with paper records as observed.

“At MTWA all mails pass through the Permanent Secretary’s office for his approval most especially those addressed to the Permanent Secretary”, this was mentioned in the interview by the SARO. The Records Assistant told the researcher in an interview that after the PS has proof read the mails and put recommendations (that is assigning different respective action officers to work on every particular mail), those mails were returned back to the registry for further action. A registry staff then classified all the returned mails which were then records according to their subject. Subject classification depended on the functions that is to say prefixes which were the key words depending on the activities done at the Ministry such as cities permits, wildlife clubs, wildlife trophies, tourism association, tourism promotion, tourism and wildlife policies, tax waivers among others and classified under Administrative (ADM), human resource (HRM), Antiquities (ANT), Wildlife and Conservation (WC), Tourism Development (TW) and monuments.

After classification was done then records had to be filed. The name of the file came from the activities taken by a department and for new records that didn’t have a file already in existence, a
A new file was opened and metadata captured on a file included date the file was opened, subject of the file, reference number of the file, file title or name, index number of the file. Records were sorted and their respective files retrieved and after each record would be filed as a current record that is filed on top and a folio number given using red pens to it depending on the last folio number given to the last document in the file. All files containing records to be worked on, information regarding the record to be worked on was recorded on the file transit ladder (that is the column for the folio number to be worked on called the red minute or red number, title of the officer to work on the red minute and date the file is going out) then files recorded in the internal routing register and details recorded included subject of the file, date the file is going out and title of the officer where the file is going. Then files going out of the registry would be routed to different offices and every office where a file was taken, one member of that particular office would sign in the routing register that they have received the file.

4.5.5 Records access, Search and Retrieval
MTWA’s registry largely uses manual system for search and retrieval according the observation made by the researcher. One of the respondents told the researcher that “every staff had a right to access of records” depending on the type of record and permission most especially personnel files. The respondent continued to say that all search and retrieval was done by only a registry staff aided by finding tools such as the internal routing register which helped to tell if a particular file being looked for was out of the registry or in the filing cabinet. Search and retrieval was mostly done manually as observed by the researcher that is search was done according to the subject of the file requested or on demand where it belonged to HRM, ANT, ADM, TW, WC, personnel file or files of monuments.

All files searched and retrieved to go out of the registry were recorded before leaving the registry. For the personnel files going out of the registry, they were recorded in the internal personnel movement register and the subject files were recorded in the internal routing register.

4.5.6 Storage and Preservation
MTWA largely deals with paper records and uses manual storage systems and equipments and most of their records are kept in the registry. Storage equipments at the registry included filing cabinets and shelves. These storage equipments contained files stored in vertically and others horizontally.
Illustration of storage equipments

Preservation of records

From the interview one of the respondent said that records in the registry were preserved to remain accessible and usable. The respondent continued to say “paper records deteriorate with time and therefore need to be preserved”. He mentioned very many ways in which paper records were preserved which included the following:

- Replacing Very old file covers with new file covers and keeping information on the file transit ladder of the old files very safe to be accessible and used whenever needed.
- Filing records in a file was limited up to 3cm thick whenever a file was full another volume was opened in a new file.
- Storage area was regularly cleaned and dry and storage equipments also cleaned thoroughly to avoid dirt and dust and to protect records from deterioration.
- Very old documents or records were always photocopied to protect information written on the original so as they are able to be accessed and used at anytime.
- Repair of documents that is for particular documents that needed repair for example if a particular document had certain old parts most especially at the ages, those parts were always trimmed off if that particular document didn’t have any information towards the ages. The trimming always done using a paper cutter.
• Weeding of old, warn out and inactive files from the filing cabinets. The respondent said that this was done often to save space for new records and files.

• Performing file census. The Records Assistant told the researcher that file census was always performed once in a month and that it was a process that involved moving from one office to another recording the number of files and their subjects. If there were any files found in an office and they were not in use, then they would be returned back to the registry to be stored back in filing cabinets.

• Shelf counting: the Assistant Records Officer mentioned in the interview that shelf counting was one of the ways they used to preserve their records and that this process involved counting all files in the filing cabinet and shelves to find out missing files, files that had duplicates among other factors.

• Carrying out fumigation. Respondents said that fumigation was always done to kill cockroaches and other insects as a way of protecting records from being damaged that is cockroaches love paper and eat it, breed on it which may destroy the content on paper therefore have to be eliminated with insecticides

4.5.7 Challenges in the management of records

Objective three was to find out the challenges faced in the management of records. These records also include incoming and outgoing mails. The following are some of the challenges that were realized through observation and after conducting interviews.

• Some of the mails don’t pass through the registry. one of the respondents said that some mails don’t reach the registry yet at times they may be holding very sensitive information which made tracing such mails very hard and disorganizes the whole process mails go through on their arrival at the registry.

• Some mails reach the registry very late. This sometimes disorganizes the registry when it comes to filing such mails with other records in files most especially if there are so many ails arriving at the same time including those with late dates.

• Delay in response regarding action on some records. The SARO said that some action officers are not always in office and others come to office late and leave their office too early leaving a lot of issues pending regarding certain records that need immediate action.
- Misfiling of records. The respondents stated that most files stay out of the registry for a long time therefore when new records come in and need filing in some files that may be out, they may end up in wrong files which makes tracking such records very hard.
- There is no specific registry staff to deal with filing records which makes a lot of records to pile on top of tables as observed by the researcher.
- No transport or means given to the registry staff responsible for dispatching outgoing mails. A respondent mentioned in the interview that transport was only given when dispatch was to be done in far places but for places within Kampala the registry staff had to foot while going to dispatch not putting in mind the uncertainties such as rain.
- No tracer cards to help as replacements whenever a file was retrieved or taken out of the registry as observed by the researcher. This made it hard to tell which files are out of the registry most especially if an officer asks for a particular file which may be out. It also made registry work hard as most time would be wasted searching for a particular file in the routing register.
- Tiresome and repetitive work. The Assistant Records Officer mentioned that “records management involves a lot of repetitive work” for example filing, retrieving files among others which gets boring since is less motivation from management of MTWA.
- The records department is not considered as an independent department but instead it’s under the human resource department. This makes planning and taking independent decisions as a department very hard as disclosed by the Records Assistant.
- Lack of complete automated system. The respondents interviewed said that the manual system of handling incoming mails is very tiresome and a threat as there are no computerized security systems to detect if what is being received in the registry as incoming mail is safe for human life or not. It is always the records staff to open the mail which puts his/her life at risk.
- Poor records handling. Another respondent mentioned that some action officers handled records most especially files roughly whenever records on file were taken to them for action. Some of the files would be returned to the registry with torn covers and with signs that showed that they were folded. This gave registry staff hard time of always replacing file covers.
4.5.8 Possible solutions to the challenges faced in the management of records

The last objective (fourth objective) was to find out the possible solutions to the challenges faced in the management of records:

- One of the respondents suggested that records department should be an independent department and not under human resource department such that as a department they are able to plan and take proper decisions that promote better service delivery and satisfaction among records staff.
- Another respondent said that all employees needed to be motivated to reduce issues of some officers coming late to offices and leaving early before closing time such that they are able to perform all their duties and responsibilities on time.
- According to SARO, she suggested that regular workshops needed to be held such that employees and all users of records are trained on proper ways of handling records, what records management is all about and the benefits of practicing proper records management.
- Prompt filing of records. Findings indicated that prompt filing of records helps clear records off the desk or table which makes registry work and organized. Prompt filing also makes retrieval of records easy once all records are filed.
- Adapting to an electronic records keeping system and also maintaining the manual records keeping system. This would simply work at the registry that is access, retrieval, and search among others. Running the two systems alongside each other would speed up work and also make records staff gain more skills and experience.

Chapter summary

This chapter has presented, analyzed and discussed all the findings from the study according to the objectives which proves they were achieved through observation and interview guides.
CHAPTER FIVE: INTRODUCTION

This chapter presents the summary of findings, conclusion and recommendation from the study.

5.1 Summary of findings

The study found out that the main users of mails include the PS (Permanent Secretary) and other action officers that is, human resource, wildlife officers, wildlife and conservation commissioner and so on.

Observation showed that the services provided by the registry to users were ok and there were no complains about the services. It should be noted that normally the main users (action officers) come to the registry to ask for what they want for example file, record or anything else the registry may be holding.

Manual records keeping system is the only system used in the registry of MTWA therefore there is need to plan for the automation of records to simplify work for easy access and retrieval and for also purposes of backup.

Some of the challenges in the management of incoming and outgoing mails included;

- Lack of cooperation between users and the registry.
- Tiresome and repetitive work.
- Operating system is only manual which is associated with a lot of work.

These challenges above indicate that if improvements are made for example carrying out workshops to educate users on how to handle records and teaching them about the advantages of proper records management and adopting to an electronic records keeping system alongside the manual records keeping system, this would make great improvement on records management and yield better results.

From the interview and observation guides, they indicate that MTWA largely deals with paper records even when it comes to incoming and outgoing mails. The guides also show that registry is the human resource department and it’s this department that plans for the registry incase of any necessity.
5.2 Conclusion

Much as the organisation is performing well in certain aspects such as centralization of records, more concern on security has to be looked into that is to say there should be monitoring security systems to check through the incoming mails to ensure that they are not a threat and safe to a records staff that may open it.

Mails play a very important role as it’s from the mails that most activities were performed for example planning, holding meetings with other organisations and so on. Through mails different organisations, Ministries are able to cooperate which indicates that MTWA can’t do away with mails because it is the best way of communication in business.

The registry plays an important role in organisation that is capture, processing, storing, retrieving and disseminating information to authorized users which was also observed at the registry of MTWA. Hence a registry is the heart of any organisation.

MTWA’s registry exercises good security measures such as no eating or drinking near records or the even the storage area, cleanliness of the records area at all times which protects records from dust and so many more.

The registry of MTWA is stocked with enough information that action officers need to perform their duties which indicates that the registry is organized.

Besides the above, the registry lacks cooperation from users. That is most files containing records stay out of the registry for a long time and sometimes files mishandled which makes file covers grow old very fast.

Records are not computerized at all. It was observed that all information at the registry wasn’t computerized therefore and the Ministry entirely depended on paper based records.

It should be noted that some of the records are caused by action officers who delay to work on certain records therefore making registry work tiresome as they need to provide information to authorized persons at all times.

5.3 Recommendations

The researcher’s recommendations on findings include;
• Government’s concern

The government through public service should revise the organisational structures of Ministries for example MTWA and make necessary changes that is to say make the records department a department of its own such that they are able to make independent decision such as preparing an appropriate budget to make work run smoothly without complains and to create satisfaction among records staff.

• Automation of records

Digitization of records would save time and reduce on the tiresome work involved in working with manual systems only. Digitization of records would also act as backup just in case a paper record is replaced which would make restoring a record very easy. If government would allocate enough funds to digitize paper records such that two systems are used that is to say manual and electronic systems to make work easier.

• Sensitization of records users and records staff

Records users (action officers and other users) need to be informed and educated on how to handle records and files for example not to fold file covers and also benefits of records management such that they are able to work on certain issues faster such as working fast on records brought to their desk. Records staff also need to be given frequent on-training to help them improve on their skills and experience in records management such that they are always up to date to work with records better which includes incoming and outgoing mails.

5.4 Areas for further research

Further research should be conducted on;

2. Retention and disposal schedules of records at MTWA.
REFERENCES


APPENDIX 1: GANTT CHART

A Gantt chart, showing activities that took place during the study and writing of the dissertation report.

<table>
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<th>ACTIVITY</th>
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<th>MAY</th>
<th>JUNE</th>
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<td>Making correction and submitting the final</td>
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<tr>
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APPENDIX 2: OBSERVATION GUIDE

The following below are what the researcher will observe from the Organisation.

- State of the registry
- Methods of managing of incoming and outgoing mails
- Retrieval method
- Tools used for the management of incoming and outgoing mails
- Number of users of records per day
- Storage equipments used for keeping records
- Processes that incoming and outgoing mails pass through the at Ministry
- Filing methods at the registry
APPENDIX 3: INTERVIEW GUIDE

Section A: Background information

1. What is your position at the Ministry?
   ........................................................................................................................................

2. Do you have any technical training/ experience relating records management?
   ........................................................................................................................................

3. How long have you been working with MTWA?
   ........................................................................................................................................

Section B: Questions regarding types and how records are managed

4. What types of records do you handle at MTWA?
   ........................................................................................................................................

5. What formats of records do you handle at MTWA?
   ........................................................................................................................................

6. How do you manage records at MTWA?
   ........................................................................................................................................

7. As a records’ staff are you satisfied with the conditions and size of registry centre occupied?
   ........................................................................................................................................

Section C: challenges and solutions

8. What problems do you encounter at your workplace?
   ........................................................................................................................................

9. What strategies or solutions do you propose to overcome challenges?
   ........................................................................................................................................

10. Would you recommend for more staff in your registry?
    ...........................................................................................................................................