

**ASSESEMENT OF RECORDS MANAGEMENT PRACTICES AT THE
MINISTRY OF EDUCATION AND SPORTS KAMPALA, UGANDA.**

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**A DISSERTATION SUBMITTED TO EAST AFRICAN SCHOOL OF
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DECLARATION

I KAMYA JACKSON 16/U/5369/PS, 216017732 do here by declare that the information contained in this research and dissertation is my original work and I re affirm that it is out of my effort and has never been presented to any institution of higher learning for the award of a bachelor's degree in records and archives management and all sources cited in this dissertation have been properly acknowledged through referencing.

Signature 

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APPROVAL

This is to certify that the research entitled AS ASSESEMENT OF RECORDS MANAGEMENT PRACTICES AT THE MINISTRY OF EDUCATION AND SPORTS has been submitted for evaluation as partial fulfillment for the reward of Bachelor's Degree in Records and Archives management and was carried out by JACKSON KAMYA under my supervision and it is now ready for submission to the College of Computing and Information Science of Makerere University under my approval.

Signature

Mr. KALYOWA FREDRICK.

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28/08/2019

DATE

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LIST OF ACRONYMS

1. MOES –MINISTRY OF EDUCATION AND SPORTS
2. UTSR – UNIFIED TEACHING SERVICE REGISTRY
3. GOU- GOVERNMENT OF UGANDA
4. OR – OPEN REGISTRY
5. SR- SECURITY REGISTRY
6. TIET-TEACHER INSTRUCTOR EDUCATION TRAINING
7. CIM- COMMUNICATION AND INFORMATION MANAGEMENT
8. PS- PERMANENT SECRETARY
9. PHRO- PUBLIC HUMAN RESOURCE OFFICER
10. CHRM-COMMISSIONER HUMAN RESOURCE MANAGER
11. ESC- EDUCATION SERVICE COMMISSION
12. UNEB- UGANDA EXAMINATIONS BOARDS
13. NCHE- NATIONAL COUNCIL FOR HIGHER EDUCATION
14. ESSP-EDUCATION SECTOR STRATEGIC PLAN
15. UPE- UNIVERSAL PRIMARY EDUCATION
16. UPPET-UNIVERSAL POST PRIMARY EDUCATION AND TRAINING
17. NCDC-NATIONAL CURRICULUM AND DEVELOPMENT CENTER
18. TVET-TECHNICAL, VOCATIONAL EDUCATION AND TRAINING
19. BTVET-BUSINESS TECHNICAL VOCATIONAL EDUCATION TRAINING

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
ACKNOWLEDGEMENT	iii
LIST OF ACRONYMS	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	viii
LIST OF FIGURES.....	ix
Figure 1 Pie Chart Showing Questionnaires Response Rate.....50.....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.2 Background of Ministry of education and sports	4
1.3 Problem Statement.....	6
1.4 Aim of the Study	6
1.5 Objectives of the Study.....	7
1.6 Scope of the Study	7
1.6.1 Context Scope.....	7
1.6.2 Time scope.	7
1.7 Significance of the Study	7
1.8 Research Questions.....	8
1.9 Definitions of operational terms.	8
CHAPTER TWO LITERATURE REVIEW	11
2.0 Introduction.....	11
2.1 Definition of a Record	11
2.2Types of Records	12
2.3 TheConcept ofRecordManagementPractices	15
2.4 Records Management	15
2.5 Classification of Records	16
2.6 Records Retrieval	17
2.7 Disposition of Records.....	18
2.8 Records Management Policy.....	19

2.9 Training Staff	19
2.10 Records Retention Schedules	19
2.11 Records Appraisal.....	20
2.12 Importance of Records Management to an organization.....	20
2.13 Records Filing	22
2.14 Research Gap.....	23
2.15 Summary	23
CHAPTER THREE:RESEARCH METHODOLOGY	25
3.0 Introduction.....	25
3.1 Population Study	25
3.2Area of Study	25
3.3 Research Methodology	26
3.2 Research Design	26
3.3 Sample and Sampling Techniques	27
3.3.1 Sampling Strategies	28
3.3.2 Sample Size	28
3.4 Sampling Procedure.....	28
3.5 Research instruments	29
3.5.1 Interview guide	29
3.5.2 Questionnaire Guide	30
3.5.3 Observation Guide	31
3.6 Reliability and validity of the research tools to be used	32
3.7 Data Collection Procedure	33
3.8 Data presentation and analysis procedure	34
3.9 Ethical issues	35
3.10 Summary	35
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	36
4.0 Introduction.....	36
4.1 Analysis of questionnaire responses	36
4.2. Questionnaire response rate.....	36
4.2 1 Questionnaire response analysis	40
4.3 Observation.....	44
4.4 Summary	45
CHAPTER FIVEDISCUSSION, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	47

5.0 Introduction	47
5.1 Discussion.....	47
5.2 Summary	50
5.3 Conclusion	50
5.4 Recommendations	51
REFERENCES.....	53
APPENDIX.....	57

LIST OF TABLES

Table 1 Questionnaires response rate according to position	51
Table 2 Records management activities at MOES.....	52
Table 3 Showing types of records created at MOES... ..	54

LIST OF FIGURES

FIGURE 1 Pie Chart Showing Questionnaires Response Rate	50
FIGURE 2 The Researcher Interviewing On Of The Respondents	53

ABSTRACT

The main purpose of this study sought to assess the extent to which records management practices were aiding the effectiveness and efficiency of the Ministry of education and sport s records department or section specifically registry section.

The aims and objectives were to establish strategies used to manage records in the Ministry of education and sports records department or section specifically registry section and to explore methods used to preserve and conserve the department's vital records just to mention a few. It was the assumption of the study that there is a near total collapse of records management systems at the Ministry of education and sports records department and that study was significant because the findings were going to be used by records student who is currently undertaking his records management studies.

The researcher used a descriptive research design so as to conduct this research where a single department of the records section was chosen for this study. To gather information the following research tools were used: an observation guide, an interview guide and a questionnaire guide

The population of the research comprised of all records Department of the ministry of education and sports staff members of which a sample of ten (10) people were elected through a stratified random sampling procedure.

The results indicated that; the department has always appraised and disposed its records ever since its establishment, records had already filled up the strong room which is still accessible and some of the records are staffed in boxes and some piled on the floors.

It was recommended that the department adopts a records management policy, train its staff on simple records management standards, adopts a records preservation plan, revive the records office and to appraise and dispose records systematically.

CHAPTER ONE: INTRODUCTION

1.0 INTRODUCTION

This chapter covers the background of the study, background of the organization of study, problem statement, aim of the study, objectives of the study, research questions, scope of the study, significance of the study, and operational definitions.

1.1 BACKGROUND OF THE STUDY

An effective records management system allows tracking of the life-cycle of records in an organization, enables the organization to know when a record is created, its functions, duration of its usefulness by the agency that created it, the parameters and duration of maintaining it and the legal authority that enables it to be destroyed. The management and preservation of records in an organization helps in achieving greater efficiency, effectiveness and economy (Tsabadze, Mutula and Jacobs, 2010)

Records management is an essential component of office administration. An effective records management program allows the organization to render better customer service, provides legal defensibility and leads to improved profitability. Hence, it is necessary to award high priority to records management to avoid organizational challenges that may arise owing to poor handling of office records (Robles & Langemo, 2016). As much as people try to deny it, office organization has a distinct link with productivity. The quicker an organization can locate a file or important legal document, the more productive it will be (Peters, 2011). That does not, however, mean that employees have to be neat freaks in order to be productive. It simply means that an organization needs to learn more effective ways to handle its daily paper flow (Shaver, 2011).

According to Ngulube and Taylor (2006), accurate and readily accessible judicial records minimize the delays in results and corruption cases. Government agencies create, use and disseminate a larger volume of records and information than any other organization.

These records are important to citizens as they enhance democracy and also hold a government accountable (Tafor, 2003). Governments should continuously and permanently manage their records since it needs to be accountable to its citizens for the decisions made in its governance (Currall and Moss, 2008). Governments and organizations are required to automate the records system to comply with the advancements in technology which is a necessity today.

It is very clear that there is a relationship between the organization's effectiveness and efficiency and the proper care of organizational records and information.

Information management lies with a well-documented records management policy. A records management policy is defined as "a formal policy that delineates the general administrative management concerned with achieving economy and efficiency in the creation, use and maintenance, and disposition of records"

Retrieved from ([http://www.mvs.usace.army.mil/enr/curation/CMAC Glossary.html](http://www.mvs.usace.army.mil/enr/curation/CMAC_Glossary.html)) on June 23, 2019.

It is this policy which underpins how the organization will manage its records in a way to promote its efficiency and effectiveness in its operations.

The records management policy clearly details how records can be received or created by an organization. It goes on to explain how each form of records, electronic, paper or microform, can be handled by an organization, that is, the records storage, preservation and retrieval methods.

Hazards such as water, fire, earthquakes which may lead to collapsing of records storage facilities and water pipes...all have a potential to greatly damage semi-current records...if disaster prevention, warning systems, response and recovery are not regularly reviewed, maintained and practiced.(Mawarire,2012)

It will not be prudent for archivists to put much effort in the acquisition, arrangement, description and preservation of archival materials if the archives may be lost as a result of a disaster that has not been planned for." The disaster preparedness plan spoken by the above author must be part of the records management policy in order to prevent or minimize loss of information through possible disasters. (Mawarire ,Ngulube, 2005)

According to Gartee (2007), the records of an organization constitute the corporate memory which

supplement human memory and serve as guides for effective planning and decision making. An effective records management program would allow the organization to render better customer service, provides legal defensibility and leads to improved profitability. Hence, it is necessary to award high priority to records management to avoid organizational problems that may arise owing to poor handling of office records (Robles & Langemo, 2016).

Fust and Graf (2002), as cited in Ngoepe (2008), suggest that records management is an essential part of government operations in all developing countries. Records management is a discipline that has become very popular in government institutions, non- governmental institutions, private institutions, industries and the society at large. Managing records is the foundation that any government body requires in order to provide effective services and fulfill its purpose of existence. This purpose includes enhancing accountability towards its citizens and protection of citizens' rights.

According to Ngulube and Taylor (2006), accurate and readily accessible judicial records minimize the delays in results and corruption cases. Government agencies create, use and disseminate a larger volume of records and information than any other organization.

Managing records is one of the cornerstones of effective delivery of public services. Governments require proper records to evaluate past performances and also to make future goals. Client satisfaction, quality performance of tasks, and measurable outcomes are increasingly becoming important responsibilities which depend on accessible and efficient records in all institutions (IRMT, 2000).

If an organization fails to write down a disaster preparedness plan, it exposes itself not only to a possible loss to its human capital but to its vital records and information needed for its daily operations. If the organization fails to access its vital records after a disaster, it will take time for the organization to return to business and that will result in a considerable loss of revenue. Records management therefore, is one of the cornerstones of the organizational effectiveness and efficiency.

An organization which is conscious to the benefits of proper records care will put much effort to records preservation and conservation. Failure to preserve and conserve records and information will result in the loss of information through the deterioration of the records media. A written

records preservation and conservation policy, which can be a section of a records management policy, will help an organization to have a planned and organized records preservation and conservation program.

The importance of information management in projects as follows; information management aids decision making, creates value or usefulness, allows to gain competitive advantage, helps solve problems, helps to monitor and control, improves communication, improves service, increases flexibility, creates knowledge, increases productivity, increases revenue, reduces costs, provides metrics and measurements, integrates and coordinates resources, makes things explicit, reduces uncertainty and supplements memory. In short proper records care aids the organization's efficiency and effectiveness. (Mutongi, 2011)

1.2 BACKGROUND OF MINISTRY OF EDUCATION AND SPORTS

Organizations usually do not value records management practices until a time when disaster strikes and records are destroyed (Khumalo 2017) yet records are at the heartbeat of the healthcare delivery system which depends on the availability and timely provision of records. On that note therefore proper record keeping is critical for the survival and efficient operation of day to day business activities (Swan, 2000) .For these reasons, government ministries including the ministry of education and sports maintain a system of managing records.

The Ministry of Education and Sports (MES), is a cabinet level ministry of Uganda. It is mandated "to provide technical support, guide, coordinate, regulate and promote quality education, training and sports to all persons in Uganda for national integration, development and individual advancement", according to the website of the ministry.

Education is a key factor to national development. In case of Uganda, it is the Ministry of Education and Sports (MOES) that is charged with the responsibility of providing high quality education in the country at the lowest affordable cost and accessible by all. Besides, the current education system has been structured to benefit all Ugandans with basic skills and attitudes to enable them exploit their surroundings for national and self-development in terms of health, nutrition, environment, politics, beliefs, etc.

The education structure currently includes the following sub-sectors:

- Pre-primary
- Primary
- Secondary
- Post primary / BTVET
- Tertiary
- Non-formal

The Ministry of Education and Sports being the overall coordinator, formulator, and implementer of education policies, attaches a big importance to availability of accurate, timely, and reliable information for informed decision-making, planning, monitoring, and evaluation of progress according to set goals and objectives.

It is against that background that Ministry of Education and Sports conducts a school census every year to obtain and update information on all education sub-sectors, which it analyses and

The Management of Ministry of Education and Sports Uganda

The ministry is overseen by a cabinet minister, currently Mrs. Janet Museveni since 6 June 2016. She is assisted by three ministers of state; (a) Rosemary Seninde serves as Minister of State for Primary Education, (b) John Chrysestom Muyingo serves as Minister of State for Secondary Education, and Charles Bakkabulindi serves as Minister of State for sports.

THE MAIN ACTIVITIES AND OPERATIONS OF THE ORGANIZATION.

The ministry of education and sports carries out a number of activities since it is the bodies charged with the management of Education in Uganda, below are the main activities of the ministry of education and sports.

1. Draw up strategies, policies and plans for educational reform and development; and to draft relevant rules and regulations, and supervise their implementation.
2. Take charge of the overall planning, coordination and management of all forms of education at various levels; to formulate, in collaboration with relevant departments, the standards for the setting-up of schools of all types at various levels; to guide the reform of education and teaching methods; and to take charge of the statistics, analysis, and release of basic educational information.

3. Promote all-round development of compulsory education and equitable education; to take charge of the macro-guidance and coordination of compulsory education; and to direct the regular senior secondary education, pre-school education, and special education.

To lay down requirements for and basic documents for teaching in elementary education; to organize the examination and approval of unified course materials for elementary education; and to carry on quality-oriented education in an all-round way.

4. Provide guidance for the supervision over education nationwide, organize and direct the inspection and evaluation of the implementation of the nine-year compulsory education and the literacy campaign among the young and the middle-aged, and to monitor the quality and level of the development of elementary education.

1.3 PROBLEM STATEMENT

Since the establishment of ministry of Education and Sports, the volume of records created and received has witnessed continued growth, mainly records of registered teachers both primary teachers, secondary teachers and lecturers' as well plus non-teaching staff of schools like cooks, guards mostly in government aided schools and fully registered teachers all over Uganda.

However, preliminary investigations carried out by the researchers identified problems such as inadequate space to accommodate all the created records whether active ,semi active ,or archives , the lack of qualified and skilled staff since acquisition of staff is not by mandate but instead family and tribal relations no matter the level of knowledge or the capability to manage records, and the lack of a procedure manual to ensure effective management of records for example lack of a disposal schedule, retention schedule and others.. These problems prompted the conduct of this study to examine the records management practices at the ministry of education and sports Kampala, Uganda.

1.4 AIM OF THE STUDY

The study seeks to assess the extent to which records management practices are maintained at the ministry of Education and Sports are professionally managed to improve the department's (registry section) efficiency and effectiveness in its daily operations.

1.5 OBJECTIVES OF THE STUDY

1. To find out the different records kept at the ministry of education and sports.
2. To analyze the retention and disposition of records at the ministry of education and sports.
3. To find out the challenges faced in the management of active records at the ministry of education and sports.
4. To suggest the strategies for the improvement of the management of active records at the ministry of education and sports

1.6 SCOPE OF THE STUDY.

This section explains the boundaries or limits of the research in terms of context scope and time span of the research.

1.6.1 CONTEXT SCOPE

The main focus of this study will be on the records management practices at Ministry of Education and sports, Kampala Uganda

1.6.2 TIME SCOPE.

The research will be carried out basing on the records that were created in year January 2015 to 2019 in the month of June and these are the only records that will be reviewed by the researcher.

1.7 SIGNIFICANCE OF THE STUDY

The research will help the management of the ministry of Education and Sports on how to ensure effective records management practices that should be followed and taken on

The research shall provide information regarding rich literature on different record management practices that have to maintain to ensure effective records management for example smoothen data handling during retrieval and storage of paper based records and some few electronic records and recommendations to future researchers for further studies.

The research findings will be used by records and archives consultants, researchers and students undertaking studies in records and archives management. This study if well adopted and implemented can contribute towards the improvement of records management practices and policy formulation at the ministry of Education and sports, Kampala Uganda.

The research shall also help the researcher to graduate with a bachelor's degree in records and archives management which is a requirement to secure a better carrier in the near future thus improving his way of living and standard.

1.8 RESEARCH QUESTIONS.

1. Describe the different types of records at ministry of education and sports?
2. How are the records secured at the ministry of education and sports?
3. Does the Ministry has a filing system for its records?
4. What are the challenges faced in the securing of records at ministry of education and sports?
5. What strategies can be applied for the improvement of records security at ministry of education and sports?
6. What strategies are being used to manage records at the ministry of education and sports?
7. Is there any planned program within the department to conserve and preserve the department's vital records and information?
8. Does the department have any records appraisal system?
9. Is the department's records management program contributing to the department's efficiency and effectiveness?
10. Does the department have a records management policy?

1.9 DEFINITIONS OF OPERATIONAL TERMS.

Records are defined as information created, received and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of the business. (ISO 2001).

Assessment: In education, the term assessment refers to the wide variety of methods or tools that educators use to evaluate, measure and document the academic readiness, learning progress, skill acquisition or education needs of students. (ISO 15489-1, 2001)

Records management

Langemo (2012) defines records management as the professional management of information in the physical form the time records are received or created through their Practices, distribution and placement in a storage and retrieval Practices until either eventual elimination or identification for permanent retention in the archives.

Kennedy (2014) defines records management as a function of providing control of records from creation, or receipt through their Practices, distribution, organization, storage and retrieval to their ultimate disposal.

According to International standards organization (ISO 2001) records management is defined as a field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

Effectiveness (ibid, 10) is a measure of the ability of a process to produce specified outputs.

Efficiency (ibid, 10) is a measure of the ability of a process to produce more outputs from the same inputs.

Records appraisal (ibid, 4) is the process of determining the value of records for further use, for whatever purpose, and the length of time for which that value will continue. Also known as evaluation, review or selection.

Records continuum concept is a consistent and coherent regime of management processes from the time of the creation of records [and before creation, in the design of records keeping systems] through the preservation and use of records and archives. (Australian Standard 4390)

Records life-cycle theory. A document and records management concept that all records pass through three distinct stages of (1) creation, (2) use and maintenance, and (3) disposition or disposal

Retrieved on June 23, 2019 from www.businessdictionary.com/definition/life-cycle-of-a-record.html.

Records management policy is a formal policy the general administrative management concerned with achieving economy and efficiency in the creation, use and maintenance, and disposition of records.

Retrieved on June 23, 2019 from <http://www.mvs.usace.com> on June 23, 2019

CHAPTER TWO LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will review documented and related research in order to define the frontiers of knowledge. According to Dawidowiz (2010:2) literature review is a systematic examination of knowledge available on a topic. Ngulube (2005:32) says literature review provides an opportunity to explore relevant research carried out on similar topics and to relate it to the current study. Blaxter (2001:57) stated that without literature review the researcher will not acquire an understanding of her or his topic, of what has already been done on it, how it has been researched and what the issues are.

A well-structured records management practices and procedures result in a number of benefits to an existing private or public sector. Some of these benefits are: fulfilling legal mandates, improving access and accountability, reducing costs for the retrieval of records, ensuring the creation and management of accurate and reliable records, and reducing the costs of storing records (Omenyi, 2001). All these help in time gain in decision making since records give vital information for good decisions.

2.1 DEFINITION OF A RECORD

Records are created in ever increasing volume in different organizational and technological environments and so meant different things to different professions. The Information Society Organization

A records is information created, received, and maintained as evidence by an organization or person, in pursuance of legal obligations or in the transaction of business (ISO, 2001).

A record is recorded information produced or received in the initiation, conduct or completion of an institutional or individual activity and that comprises content, context and structure sufficient to provide evidence of the activity. The International Council on Archives (ICA, 2004:10) Committee on Electronic Records

The key word in these definitions is evidence. Put simply, a record can be defined as "evidence of an event". This evidence must have content (data), must have medium of presentation

(context) and must be presented in a logical way (structure) that should not be misconstrued. Adhering to these qualities leads to creating records that are authentic (produced by proficient person in that field), complete (contains enough un-doubtful evidence of transaction), reliable (accurate representation of transaction), and fixed (not altered or changed, remains as created). Finally, it should be noted that all of the above properties and qualities can apply regardless of the record's format, whether it be a sheet of paper, email, and photograph or database entry.

2.2 TYPES OF RECORDS

According to Gama (2010) the nature of organization and its activities determines the types of Records it generates and receives from other sources. For example the ministry of education and sports being a government ministry in the Republic of Uganda, it performs various activities that result in to the accumulation of a vast amount of Records. The various Records generated may be of less value warranting their disposition immediately after they aroused whereas some are vital to the organization for purposes of tracking what is happening what has happened and for efficient planning purposes.

Records could also be grouped according to function, in this case, records could be active or inactive (Cage, 2012). The activeness of each record determines how to rate the record or how to dispose it.

Importance of records cannot be overemphasized. Records are created for many purposes namely: historical, legal, personal, financial, and for company or organizational or institutional policies and procedures (Bowker, 2000).

There are also modern formats of records, such as micro-graphics (in the form of microfilm, microfiche and photographic film), video, audiocassettes, films and electronic (digital) media. It is important to consider modern records management in traditional institutions since they have been linked to state organs through the Department of Cooperative Governance and Traditional Affairs, which engages in modern records management. (Motsi, 2004, 63)

According Federal Office, (2013) Records are classified into the following categories;

Legal Records

It explains that legal Records are those records created to evidence business transactions or legal decisions for example; contracts, agreements, leases policy records, casefiles and correspondences.

Shephard(2004)writes that legal records are generated specifically from the work of courts, the police, and public prosecution .With in legal context, records serve legal functions .Legal records support legal rights and obligations with the legal system, also provide proof that a particular activity took place .Legal records contribute to accountability in an organization and in government.

Administration Records

They are created for documentary policies, procedure and guidelines like directives manuals and reports (Saleem, 2000), staff in this section manages records and information systems related to personnel transactions such as employment, seniority, leaves of absence, terminations and changes of status. Records staff also maintain the official employee files. (Saleemi, 2000) classifies records to the line of lifecycle as active and archive records.

Research Records

These are created to determine trends, recent developments or new information related to an organization's product. Research records refer to any type of records or materials that document your research effort. These can be electronic or hard copy as in various forms of logs, notebooks, correspondence, videos, computer databases, audio or digital records, or even the actual products of experiments (Saffady, and William, 2009).

In addition, research records helps to maintain accurate and complete research records for data analysis, all records relating to the conduct of the project are important including bthose that document the management of the research funds and the intellectual property (palmer.m, 2000).

Although not an inclusive list, research records typically include: laboratory research, lab notes, computer databases, microscopic slides, gels, images, photos, videos, laboratory equipment printouts, and records of records of statistical and other data analysis.

Financial Records

These are created for accounting and fiscal use. Examples include financial statement and tax forms. Formal documents representing the transactions of a business, individual or other organization. Financial records maintained by most businesses include a statement of retained earnings and cash flow, income statements and the company's balance sheet and tax returns. Keeping financial records organized is a key element in a successful business (Mackie 2007).

However other scholars have also come up with different types of Records depending on their currency and functions and these include;

According to Sennabulya, (2013) he stresses that there are three types of Records based on currency and these include:

Active or current Records

He defined active Records as open files that are in use for conducting the current business of the organization. He emphasizes that Current Records and documents those Records that are constantly in use and should therefore be maintained close to the users.

Semi-Active or Semi-Current Records

These are records that consist of the recently closed files. They are only infrequently used. They should be entered in a closed Records register and systematically transferred and organized in a departmental or organizational Records center. The register acts as a retrieval tool.

Non-Active or Non-Current Records

These are documents that are scarcely ever referred to for the conduct of business operations. Non-current or Non -active Records should be reviewed and appraised in order to make judgment on their further retention and those that are selected as valuable Records should be preserved in the Records Centre or with prior arrangements transferred to the National Archives for long term

preservation as archival Records. Therefore it's very important to note that also records can also be classified according to their currency basing on Sennabulya views.

2.3 THE CONCEPT OF RECORD MANAGEMENT PRACTICES

Records management practice is an essential component of office administration. An effective records management program allows the organization to render better customer service, provides legal defensibility and leads to improved profitability. Hence, it is necessary to award high priority to records management to avoid organizational problems that may arise owing to poor handling of office records (Robles & Langemo, 2016). As much as people try to deny it, office organization has a distinct link with productivity. The quicker an organization can locate file or important legal document, the more productive it will be (Peters, 2011). That does not, however, mean that employees have to be neat freaks in order to be productive. It simply means that an organization needs to learn more effective ways to handle its daily paper flow (Shaver, 2011).

2.4 RECORDS MANAGEMENT

Records management, according to, is the capturing and maintaining of accurate, complete, reliable and useable documentation of activities of an organization in order to meet legal, evidential, accountability and social and cultural requirements of the organization. (The University of Melbourne, 2001)

Records management is the specific field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records (United Nation, 2015)

Feather and Sturges (2003: 547) explain records management as a systematic, ongoing, organization-wide managerial effort to control all records regardless of medium created or received in the normal course of an organization's affairs. The objectives of records management, among others, include cost reduction and avoidance of high operating

expenses, improved efficiency and productivity by quick access to needed records, reduction of incidence of lost information, enhanced litigation avoidance and support, increased audit compliance (Feather and Sturges, 2003). These collaborate with

Akporhor and Iwhiwhu (2007) asserts that information recorded in paper and electronic files help managers, particularly chief executives, to direct, control communicate, plan, formulate policies and make decision. The availability of records is crucial in attaining organizational goals. Perhaps more important is the proper management of these records. To be of maximum value, records must be recognized and properly managed.

For safety and longevity of records, records must be stored in such a way that they are accessible and safeguarded against environmental damage. A typical paper document may be stored in a filing cabinet in an office. “However, some organizations employ file rooms with specialized environmental controls including temperature and humidity. Vital records may need to be stored in a disaster-resistant safe or vault to protect against fire, flood, earthquakes and conflict” (Awang, 2008). In disaster-prone areas, disaster proof storage equipment should be used. This depends on the type of disaster eminent in that locality. In addition to on-site storage of records, many organizations operate their own off-site commercial records centers.

2.5 CLASSIFICATION OF RECORDS

Classification, in the sense of grouping things systematically, has been described as a basic human activity (Bowker& Star, 2000).

Feather and Sturges (2003: 78) defined classification as the systematic organization of books, serials and other documents in all media by their subject matter. Thus, generally, classification has to do with grouping documents according to their content for easy accessibility and retrieval.

Hunter, (2002). Records are classified according to categories and groups (Nye, 2008). Records are classed in folders and files which must be given meaningful, relevant and specific titles so that they can be easily found. Records, in folders and files, should be given names and notation marks that accurately reflect their content (Kite, 2006).

Some records do not last forever. So the concept of life cycle of records comes in because records become less important as time passes. There is always a short period of high records' use followed by a longer period of low use. The records only need to be looked up occasionally during this second phase. Records have lifecycle that resembles that of humans: For example as briefly shown below.

- It is born (creation phase)
- It lives (maintenance and use phase)
- It dies (disposition phase)

The Records Life Cycle offers a logical framework for the development of a records management program (Wikipedia)

The first stage in records lifecycle is its creation, followed by active management, inactive management, and eventual disposal by destruction or archiving.

Professionally and simplistically, classification is the systematic arrangement of objects, ideas, books, or other items which have like qualities or characteristics into groups or classes (Gates, 2004: 41).

2.6 RECORDS RETRIEVAL

To summarize, it may appropriate to indicate that records exist in order to remind organizations of their previous activities. Hounsome (2011), noted that while records management may seem boring to many, it is hard to under-estimate the role played by records management in organizations.

The records are the corporate memory of the organization, evidence of what was done and why it was done. They provide information for different organizational purposes, such as decision- making, financial accountability, performance measurement, strategic planning and research. Without divorcing themselves from the above scholars, (Sanderson and Ward, 2013) further explored the role of records management in an organization as follows:

To avoid the cost of litigation or failure to comply with regulatory bodies, to prevent the loss of intellectual property or loss of corporate learning/corporate memory ,to prevent loss of information from disasters or theft and ensuring business continuity, to maximize the efficiency of

operation and usage of information, to respond in a timely and effective way to requirements of customers, to promote executives and their organizations from loss of reputation and credibility with the general public ,customers etc.by demonstrating good practice and providing accountability for their actions.

2.7 DISPOSITION OF RECORDS

According to Keller (2009:2) records disposition is a crucial element of records management and is the final operational action taken in the records lifecycle. Disposition may include the destruction of records or the transfer of records to another entity (most common archives) for permanent preservation. An Organization's records disposition program provides approved routine procedures to dispose or transfer records that are no longer needed in the office for current agency business.

Keller (2009) goes on to say during the disposition process, records are approved for destruction or transfer according to the policies and procedures of the organization. One goal of this process is to consistently and properly dispose records during the normal course of business. Records containing sensitive information should be destroyed in a secure manner that protects privacy, such as shredding, incineration or secure digital destruction. Records containing non-sensitive information may be disposed of in the trash, recycling or the less secure digital destruction. Another goal of the disposition process is to provide proof that records have been consistently and properly disposed.

A Comprehensive records disposition program should include procedures that address what to do when a litigation or legal hold is put into place. Generally, a record is frozen from ordinary disposition procedures when any litigation, claim, negotiation, audit, public information request administrative review, or other action involving the record initiated. At this point disposition must be postponed until the completion of the action and the resolution of all issues that arise from it

2.8 RECORDS MANAGEMENT POLICY

Records management policy is necessary for any organization to know what documents to keep and for how long. Managing the accumulation of records requires a records management program to provide systematic control of all records, regardless of storage medium, from creation to disposition. A successful program requires policies and procedures that administer the effective control and management of records and information (Gwinnett, 2002). These policies should be written for posterity and should be based on applicable laws of the land. When the policy is in place it means that all records created or received in the course of work are records of the ministry and, as such, must not be disposed of or removed without proper authorization.

2.9 TRAINING STAFF

For good management of records, it is important that various categories of personnel involved in the management of information, records and archives - administrators, IT personnel, records managers and archivists - as well as the records creators and users – be well trained (McLeod, Hare, and Johare, 2004).

2.10 RECORDS RETENTION SCHEDULES

The purpose of record appraisal is to determine the value of each organizational record and the outcome of such exercise is the records retention schedule. Educause (2008:5) asserts that “records scheduling is a process for determining the life of a record in each stage of the information life cycle (from creation through disposal). Scheduling takes into account not only the practical business life of records satisfying administrative, fiscal and research needs, but also federal, state and local requirements.”

Moses (2006:2) follows this by clarifying that, “records retention schedules are critical components of records and information program. In its most basic form, a record retention schedule identifies the records to be managed and communicated how long the records are to be retained”. A records retention schedule provides direction and guidance on record keeping requirements and conditions.

In addition to all the above, Moses (2006:7) affirms the centrality of records retention/ disposal schedules ensures compliance with records management principles by ensuring that records that have been identified as archives with retention schedules. Moberke (2003:4) states that there is need for strict adherence to standing instructions or disposal schedules relating to public records within the records center in (and organization) (my own words). Using these institutions the fate of any record is sealed.

2.11 RECORDS APPRAISAL

According to the National Archives of the United Kingdom, “appraisal is the term used for assessment of value of records. Appraisal is a two part decision making process. The first part is deciding how long all record need to kept for business purposes and the second part is deciding whether the record can be destroyed when it is no longer needed by the organization or whether it is archival, that is, it is of ongoing historical and cultural value.

Appraisal has been termed “the greatest professional challenge to the archivist and this has been done in a random, fragmented, uncoordinated even in an accidental manner, producing biased, distorted archival records. Charles Arthur (2006:6) gives a very precise definition of this process in its relation to the way the process should be adopted in practice.” He further argues that records appraisal is central to archival theory, methodology and practice.” He also asserts that, there is no argument about the necessity of appraisal for the efficient functioning of an organization as much as effective decision making depends upon the provision of and access to, managed information resource. In light of all above, it is now justifiable that the process deserves great attention indeed wherever records and archives are managed.

2.12 IMPORTANCE OF RECORDS MANAGEMENT TO AN ORGANIZATION.

Records are important to organization operations. Arthur Anderson as quoted in Canon Business Process Services, Inc. (2013:12) says:

Successful enterprises have come to rely on information as a major internal asset to be leveraged to improve business results or, in some cases, as a lucrative product to sell. There is increasing public scrutiny regarding the need for corporate leaders to assure that

business information in the form of records can be trusted, audited, retained and produced, when required. The importance of properly managing business records is revealed in news sources almost daily, including the consequences of the failure of some organizations to retain records for mandated time periods. Some of the importance's include;

- (i) Records preserve the corporate memory. An organization's files contain its institutional memory, an irreplaceable asset that is often overlooked. Every business day, you create the records which could become background data for future management decisions and planning. Saur (2005:31) says corporate memory is information of an organization that is of value for re-use. Saur (2005:31) adds that corporate memory consists of all the active and historical information in an organization that is worth sharing, managing and preserving and use. Corporate memory records include board, commission and committee minutes, contracts, ideas, regulations, technical reports, transaction reports, videotapes and films, memos etc. It encompasses all of the many types of documented and undocumented information that organizational units require to function effectively. This information is used throughout the organization from executive management through the finance legal and personnel departments, to those involved in the engineering manufacturing and marketing activities.
- (ii) Records management helps in protecting vital information. Every organization, public and private, needs a comprehensive program for protecting its vital records and information from catastrophe or disaster because every organization is vulnerable to loss. Operated as part of the overall records management program, vital records programs preserve the integrity and confidentiality of the most important records and safeguards the vital information assets according to a "plan" to protect the records.
- (iii) Records management helps to control the creation and growth of records – despite the decades of using various non-paper storage media, the amount of paper in our offices continue to escalate. An effective records management program addresses both records management program, creation control and records retention, thus stabilizing the growth of records in all formats.

2.13 RECORDS FILING

The importance of record-keeping and filing systems cannot be too highly stressed. A well planned system contributes significantly to efficiency of operation as well as to a company's image. Whether records are filed in a computer or in a steel cabinet, they have to be readily accessible (National Archives of Australia, 2003). Some of the questions one should ask are: What are the records? Where should they be filed? Who uses the records? How often are they used? How are they used? How are the records referred to? What is the size of each record? How many of each record are filed? Who else has copies of the same record? Answers to these questions give clue as to how and where the records should be filed.

One may discover that the needed information is difficult to obtain due to the filing system or lack of one. In analyzing filing systems' sustainability, one can repeatedly have to expand the file system capacity, maintaining duplicate files of the same information, filing material to protect the function, and not because of information or legal requirements, using a filing system or equipment for non-records storage, file folders are too full for easy access, the filing drawers or shelves are too full for easy access or one cannot find the information required in the first places looked at, the analysis is now complete - the records inventory reveals the strengths and weaknesses of the record-keeping system.

Using the basic filing procedures of inspecting, marking, follow-up and cross-reference, sorting and finally filing, which is the actual placing of documents in folders in a pre-determined plan, the curator utilizes any of the following filing systems: Alphabetical, Numeric, Geography, Subject, or Chronologic (Australian Government, 2007). All these methods have advantages and disadvantages and one must decide which one would be best for the organization.

With large volumes of records being produced daily, the need for organized system of retrieval becomes necessary. Businesses today use different types of retrieval systems, ranging from paper organization to expensive databases. However, regardless of the complexities involved, the goal is the same: pull the right record at the right time to help with business decision-making (Lawson, 2008). There are computer programs or networks that help to facilitate document retrieval, such systems as file name finder or folder name search engine (Musah, 2008). Slightly more advanced programs use coded and tailored email

software programs to help find specifically desired email records rather than files or folders. These programs use the same design model of an inputted name as a search parameter (Musah, 2008).

Weeding is a task that must be done to decongest the store. It must not be done haphazardly. There must be a policy guiding it, otherwise, valuable materials may be destroyed. Such guidelines by Goldberg (2000) could be adopted. Weeding has advantages in any organization. A collection that is continuously weeded doesn't look over-crowded and is much more appealing to patrons who want to browse. When old, faded and grubby titles are removed the collection looks fresh and inviting. Weeding also helps the librarians to invest in sections that are of interest to patrons.

2.14 RESEARCH GAP

A study by Curralland Moss (2008) correlates with Nengomasha (2009) that governments are today recognizing the fact that information is a key component in governance. Mitulla and Waema(2005),indicate that the Ugandan government requires the implementation of Information Communication Technologies in information management to be in a position to achieve vision 2040.Non-government organizations are accountable to their clients through proper records management while governments exercise democracy to their citizens. This platforms helped this study so as to examine records management practices in one of the country's Ministries, specifically Ministry of Education and sports, Uganda.

2.15 SUMMARY

In this world of change, information has become the most dominant resource for the success of organizations. Inparticular, information is critical if organizations have to and legal requirements. A records management program is mandatory and not a choice to all institutions. Institutions operating without a proper records management systems are likely to experience litigation and corruption problems, amongst other problems. The literature reviewed as pointed out that institutions should ensure that they have a path through which records reach designated destinations without

any delays or interruptions. The literature also viewed the importance of records management policies that are vital in guiding record management practitioners. The literature acknowledges the need for records management systems in organizations and outlines measures that would enable organizations management records effectively to enhance service delivery.

CHAPTER THREE:RESEARCH METHODOLOGY

3.0 INTRODUCTION

The chapter presents the methodology that is going to be used in carrying out the study. It discusses the research philosophy and strategy utilized in the study in pursuit of the goals of the study. The chapter further brings out merits and demerits of making use of the research strategy utilized in this study so as to justify its use. It also discusses the research design, the target population, sampling techniques, and data collection instruments that were used in the study. Furthermore, the chapter discusses how the issue of validity and reliability will be addressed within the study. Finally it looks at the data analysis approach employed in the study in relation to the goals of the study as well as ethical considerations within the study.

This research intends to use a case study research design so as to conduct this research where a single department of the records section of the ministry of education and sports will be chosen for this study.

To gather information the research tools that are intended to be used include an observation guide, an interview guide and a questionnaire guide

3.1 POPULATION STUDY

According to Burns (2000), a population is the entire collection of all observations of interests to the researcher. Target population is defined as that population to which a researcher wants to generalize the results of a study

The population of this study will include all the records staff and these include the record assistants, the assistant record officers, the record officers and the principal record officer under the records department or section with the Ministry of Education, Uganda

3.2 AREA OF STUDY

The area of this study will be the Ministry of Education and sports, specifically the records department

3.3 RESEARCH METHODOLOGY

Saunders, Lewis and Thornhill (2007:112) defines a paradigm as a way of examining social phenomena from which particular understandings of these phenomena can be gained and explanations attempted. The researcher will use the inductive research which is commonly used with qualitative interviews or ethnographic work-enquiry and discovery-focused. The researcher chooses the qualitative research over quantitative research for the following reasons: The qualitative approach is humanistic in nature and gives room to inductive reasoning. This point is further supported by Connaway and Powell(2010:77) who posits that, it tend to apply to be a more holistic and natural approach to the solution of the problem than does quantitative approach. It also tends to give more attention to the subjective aspects of human experience and behavior. Qualitative research can be credited for its ability to provide data that is rich and contextual in detail (Patton,2002:25).The above points are the reason why qualitative research approach was used in this research.

3.2 RESEARCH DESIGN

According to Kasonde-Ngandu (2013:34) a research design “is the blue-print or recipe for the study and determines the methods used by the researcher to obtain participants, collect data, analyze the data and interpret the results.” In other words, a research design involves defining the population and how it was obtained, sampling procedures and sample size, research instruments used, procedures employed in gathering and processing data and the statistical analysis of the data (Coetzer, 2012:63).

According to Garwood and Jupp (2011) research design refers to a systematic plan drawn by the person carrying out research during the research design.

According to Denzinand Lincoln(2003),ascited by Lwoga (2009), “a research design describes a flexible set of guidelines that connect theoretical paradigms first to strategies of inquiry and second to methods for collecting empirical materials”. A mixed method design was used where a quantitative approach was employed, with an aspect of qualitative in data collection and analysis.

For the purpose of this study ,a descriptive design will be used. According to Kombo and Tromp(2006),the purpose of descriptive research is description of the state of affairs as it exists .It can be used when collecting information about people’s attitudes, opinions, habits or

any of the variety of education or social issues.

The descriptive design will be used to describe events in relation to the records management practices at the Ministry of Education and sports

3.3 SAMPLE AND SAMPLING TECHNIQUES

Sampling is defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference is made while a sample is a subset of a particular population(Kothari,2004). The principal aim of selecting a sample and studying it is to acquire the maximum information about the population with the least amount of time, money and energy(Rao,2008).

According to Kothari(2004),when the universe is a small one, there is no use resorting to a sample survey. The census technique was employed in this study, data being collected from every member of the target population. This technique as employed because the population of interest was small. Census was used so as to minimize chances of eliminating important cases from the study.

Table3.1below illustrates the sample population.

Table 3. 1:SamplePopulation

Designation	Number of Employees
Principal Record Officers	1
Record Officers	2
Assistant Record Officers	3
Record Assistants	4
TOTAL	10

**Source: Ministry Of Education Records Department
Annual Report(2018)**

3.3.1 SAMPLING STRATEGIES

The researcher will use simple random sampling. Simple random sampling refers to a situation where a sample is selected without bias from the accessible population (Hounsoume,2011).It was recommendable because it ensured that each member of the target population has an equal and independent chance of being included in the sample(Amin, 2011).

3.3.2 SAMPLE SIZE

A sample is a sub group of population from which researchers are drawn .It was observes that it is not feasible to gather detailed information about the persons who were involved in all the time. Therefore sampling will be required with some principle decisions about who, where and when to be studied. The sample size of the study will constitute of 10 respondents

3.4 SAMPLING PROCEDURE

A sampling plan is a mechanism by which the sample units of the study are selected from the sampling frame of the population (Panneerselva 2004:12). In this study the Ministry of Education and sports records staff are going to be the population of the study, thus the participants are to be selected from within the records department of the ministry of Education and sports staff population. Best and Khan ([2003:13) define sample as a small proportion of a

population selected for observation and analysis in a study. In this study the researcher will be used purposive sampling technique to select a sample of 10 respondents. The sample will include both women and men and only professional staff.

The researcher will use a stratified random sampling on the records staff of the ministry of education and sports because it reduces the potential for human bias in selecting your sample. Random sampling can be used within the case and is one strategy that can be employed for addressing validity. Stratified random sampling allows one to make statistical conclusions from the data collected that will be considered to be valid.

3.5 RESEARCH INSTRUMENTS

The researcher will use 3 data gathering methods which are observation guide, questionnaire guide and interview guide

3.5.1 INTERVIEW GUIDE

The researcher will conduct face-to-face interviews with the respondents. Interviews are a form of an orally administered survey whose effectiveness is seen in their ability to survey special population (Busha and Harter, 2000:57). The interview is preferred because its face-to-face administration allows the creation of rapport between the researcher and the records staff. This will enable the researcher to gather in-depth information. Clarity on ambiguous questions will be made and probing will be done as well to gather more desired information.

An interview is a short term, secondary social interaction between two strangers with the explicit purpose of one obtaining specific information from the other (Nueman 2000:274). The main purpose of an interview is to obtain special kind of information. The researcher wants to find out what is in and on someone else's mind (Patton, 2002:341).As Patton explains:

We interview people to find out from them those things we cannot directly observe. We cannot observe feelings, thoughts and intentions. We cannot observe behaviors that took place at some previous point in time. We cannot observe how people have organized the world and the meaning they attach to what goes on in the world; we have to ask people questions about those things. The purpose of interviewing then is to enter into the person's perspective.

Interviews are flexible and can probe for more specific answers. The researcher will use interviews as a research instrument because respondents will feel more confident of their speaking ability than of their writing ability. The other reason why the interview was chosen as a data gathering tool is that the researcher will be present to observe non-verbal behavior and assess validity of respondent's answers. The instrument also enables the researcher to have control over the question order and the respondents will be unable to cheat by receiving prompting answers from others. The interview ensures that all questions are answered (Bailey, 2008:174).

Although the interview instruments have so many advantages in getting information from the respondents, there are some limitations linked to it. Interviews tend to be lengthy. Considering the limited time frame the researcher had to conduct research, lunch hours will be used to interview respondents to get the required information. An interview does not give respondents time to consult records unlike questionnaires (Bailey 2008:175). To overcome this challenge, the researcher will make appointments in advance to allow respondents to prepare for the scheduled interviews.

3.5.2 QUESTIONNAIRE GUIDE

Ten questionnaires will be administered to the records department staff at the ministry of education and sports. The researcher will use simple language to avoid irrelevant data collection and minimize misinterpretation of questions.

A self-administered questionnaire as the name suggests, is filled out by participants in the absence of an investigator. They are easily distributed to a large number of people and allow anonymity. Allowing respondents to be anonymous may be important if the researcher want honest answers (Mitchel and Jolley 2009:263)

Macious (2001:16) also highlights that questionnaires are a list of questions given to respondents to fill in the spaces provided at their own time. The researcher used the questionnaires because they are practical and they can collect large amounts of information in a relatively cheap way, can be carried out by the researcher with limited effect to its validity and reliability, the results can easily be quantified and can be analyzed scientifically and objectively. Data gathered from questionnaires can be used to compare and contrast other researches done (Popper 2004).

Questionnaires are also very easy to administer when carrying out a research involving a large sample. Written questionnaires are cost effective as the number of research questions increases. The researcher also chose the questionnaire as a research instrument because questionnaires are easy to analyze because data entry and tabulation can be easily done. Questionnaires are familiar to most people and they do not make people apprehensive.

Questionnaires also reduce bias because there is uniform question presentation. The researcher's own opinions will not influence the respondent to answer questions in a certain manner. There are two verbal or visual clues to influence the respondent. The researcher also opted to use questionnaires as a research instrument because they allow respondents to complete the questionnaire at their own free time.

The disadvantages of questionnaires are that they produce an impersonal contact with users resulting in the researcher not getting sufficient knowledge about the participants in the study. Preliminary telephone interviews conducted before will help the researcher to overcome this obstacle.

Questionnaires can also have a low return rate (Matchel and Jolley 2009:263). However, the researcher will make some follow ups to make sure that the questionnaire return rate is high.

The questionnaires will be designed basing on the objectives of the study. The questionnaires will have two broad parts: the first part will include background information of the respondents and the second will contain the research questions. The Questionnaire will be used due to its ability to collect enormous quantity of data within the quickest possible time (Rao,2008).The questionnaires will be administered to the respondents through drop and pick method.

3.5.3 OBSERVATION GUIDE

In an effort to triangulate information received in the questionnaires and from interviews in relation records management practices at the ministry of Education and sports records department, the researcher as a participant observer will be able to observe how records are handled, maintained, stored and preserved within the department. Observation involves

observing participants in a scientific and systematic manner (Conway and Powell, 2010:178). This makes observation more valid than the other methods.

Observational techniques are an important aspect of many action research studies and of case studies whether undertaken by participants or outsiders (Hannan, 2006). Bogdan and Biklen, (2007:60) articulate that observation is one method which focuses on a particular organization or some aspect of the organization.

The researcher will use observation as a research instrument because it is a direct method for collecting information and studies human behavior quite well, information collected will be highly reliable and the researcher does not have to rely solely on respondents. Observation can be used for a longer period of time in conducting the research and the researcher can easily identify a problem by making an in depth analysis of the problems.

3.6 RELIABILITY AND VALIDITY OF THE RESEARCH TOOLS TO BE USED

The research will use direct observations, interviews and questionnaires to gather relevant data. This case study is guided by international standards and expectations as evidenced in the literature review this possess external validity. Reliability and validity are important to the effectiveness of any data gathering procedure. The greater the degree of consistency and stability of an instrument, the greater its reliability (Kumar, 2010:181).

To ascertain the reliability of a tool for example a questionnaire research instrument, the researcher will conduct a test retest method in which the same test is to be given to the same people after a period of time. The reliability of the test retest method will be estimated by examining the consistency of the responses between the two tests. If the researcher obtains the same results on the two administrations of the instrument, and this proves that the instrument is reliable as a data gathering tool and attitudes that respondents will have encountered from the time of the first test.

These are content validity, construct validity, and criterion-related validity. Validity is the most important consideration in developing and measuring instruments. It is also defined as the extent to which an instrument measures what it is supposed to measure (Ary et al., 2010:225)

Questionnaires are scientific measurement instruments and they must yield scores of adequate reliability and validity (Dornyei and Tatsuya, 2009:93). That is why the researcher used the questionnaire research instrument to get reliable and valid result.

To overcome factors which may affect reliability on the administered questionnaires, simple language will be used to avoid ambiguity because ambiguity in wording of phrases or questions can in turn affect the reliability of the instrument. The researcher also is considering the face validity of the questionnaires by looking at the appropriate options for responding. Ensured confidentiality and anonymity is promised to the respondents in order to increase the validity of the responses. A poor sequencing of questions, confusing structure or design of a questionnaire threaten its validity (Gray, 2004:207). The researcher will make a good sequential order of questions and a simple lay out structure of the questionnaire to ensure its validity. The questionnaire will cover the research issues in terms of content and detail. For the interview, the physical setting will not be changed at all. Interviews will be conducted in the respective offices of the respondents because change of physical setting can also affect the reliability of an instrument at the end of the day.

In order to establish the content validity of a measurement instrument, the researcher will identify the overall content to be represented. Items will then be randomly chosen from this content that will accurately represent the information in all areas. By using this method the researcher will obtain a group of items which is representative of the content of the trait or property to be measured.

3.7 DATA COLLECTION PROCEDURE

The university will write an introductory letter to the Ministry of Education and Sports, seeking permission, on behalf of the researcher, to conduct the research from the organization, that he will present at the organization such that he can be allowed to collect data. Upon response in acceptance from the Ministry of Education and sports secretary in writing to, the researcher, he will then commence or start data collection.

Questionnaires will be administered through drop and pick method. After the questionnaires are filled by the respondents, the researcher will collect them at a date that will be agree with his respondents. Interviews will also be conducted on an agreed date by both the researcher and respondents.

The researcher will conduct a pilot study and tested questionnaires to selected people from the ministry of Education and sports, records department.

Appointments will be made on time to allow the conduction of interviews. Questionnaires will also be distributed on time allowing the respondents to have enough time to go through them. The self-administered questionnaires will be hand delivered to respondents in their offices and the researcher will collect them after completion.

The researcher will have the advantage of being an employee of ministry of education and sports working with in the same department hence travel expenses from one department to another were fixed.

3.8 DATA PRESENTATION AND ANALYSIS PROCEDURE

Berg defined data analysis as consisting of three concurrent flows of action which are data reduction, data display and conclusions and verifications (Berg, 2004:38).

Data analysis refers to the process of generating value from the raw data (John, 2007). The researcher will prepare data and interprets using descriptive analysis method which includes frequencies and proportions. Data will also be analyzed using the content analysis method which involves grouping of notes taken during interviews, through use of key words and themes., or an appropriate computer software package namely the statistical package for social sciences (SPSS, Version 22) was employed to assist in analysis.

Data will be presented in figures and narratives for statistical analysis. In qualitative research, information obtained from participants is not expressed in numerical form. The emphasis is on the stated experiences of the participants and on the stated meanings they attach to themselves, to other people, and to their participants, arguing that such quotation are often very revealing. Berg defined data analysis as consisting of three concurrent flows of actions, data reduction, data display and conclusions and verification(Berg,2004:38).Data analysis will start by sorting the data collected. The researcher will check for completeness and internal consistency in the questionnaire and structured interview (Hardon, 2001:318).

The researcher will conduct data reduction through coding to make it more readily accessible and to draw out various themes and patterns (Hardon, 2001:319).

Observation data will be used to corroborate data collected from other sources.

3.9 ETHICAL ISSUES

Ethical standards involve virtues of honesty, compassion and empathy when dealing with subjects or other things in research (Mugenda, 2008). The researcher will consider ethical issues during the research. Respondents will be explained the purpose of the study and use of data that will be collected from them. Anonymity of the respondents and confidentiality will be upheld. The researcher will ask permission from the top management to administer questionnaires and to conduct interviews. The respondents will have the freedom to ignore items they do not wish to respond and will be at liberty to decide not to cooperate at any stage of data collection.

3.10 SUMMARY

In summation, the previous chapter dealt with research methodology of the study. It consisted of the research design to be used, population and sampling procedures, and data collection techniques and procedures and data analysis method. Primary and secondary sources will be used to collect data. A pilot study will be conducted to pre-test the research instruments for validity and reliability of the collected information.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION.

This chapter aims at communicating the value of the findings as postulated in the following statement by Howard and Sharp (200:100) “The function of data analysis is to communicate the value of the findings, including academic, scientific and social and also to convince the use through the research...it assumed to involve the ordering and structuring of data to produce knowledge.”

It is therefore the focus of this chapter to tabulate the findings of the research which give the basis for the interpretation of the answers recorded and found from the respondents. The researcher made some observations through earring data and passive observations which will give greater relevance in data analysis. Leedy (2007) and Gall (2000) indicated that data becomes useful only after it is analyzed. Finally the analysis and interpretations will try to give light and answer to the research study objectives.

This chapter presents the analysis and data collected from sampled respondents. In all, ten (10) questionnaires were distributed to both male and female administrative staff of the institution and eight (8) questionnaires were retrieved. The analysis was done, based on items in the questionnaire and organized in line with the research questions and Objectives stated in chapter one and they are presented in the form of frequency

Distribution tables and pie charts to give better explanations and also make the analysis easier. These modes of data presentations were generated from survey data with the aid of statistical package for Social Science (SPSS) version 16.0 and Microsoft excel after properly coding and imputing the data.

4.1 ANALYSIS OF QUESTIONNAIRE RESPONSES

4.2. QUESTIONNAIRE RESPONSE RATE

Seventeen questionnaires were distributed to the targeted respondents and only eight were completed and returned.

The pie chart below is used to display the percentage questionnaire response rate.

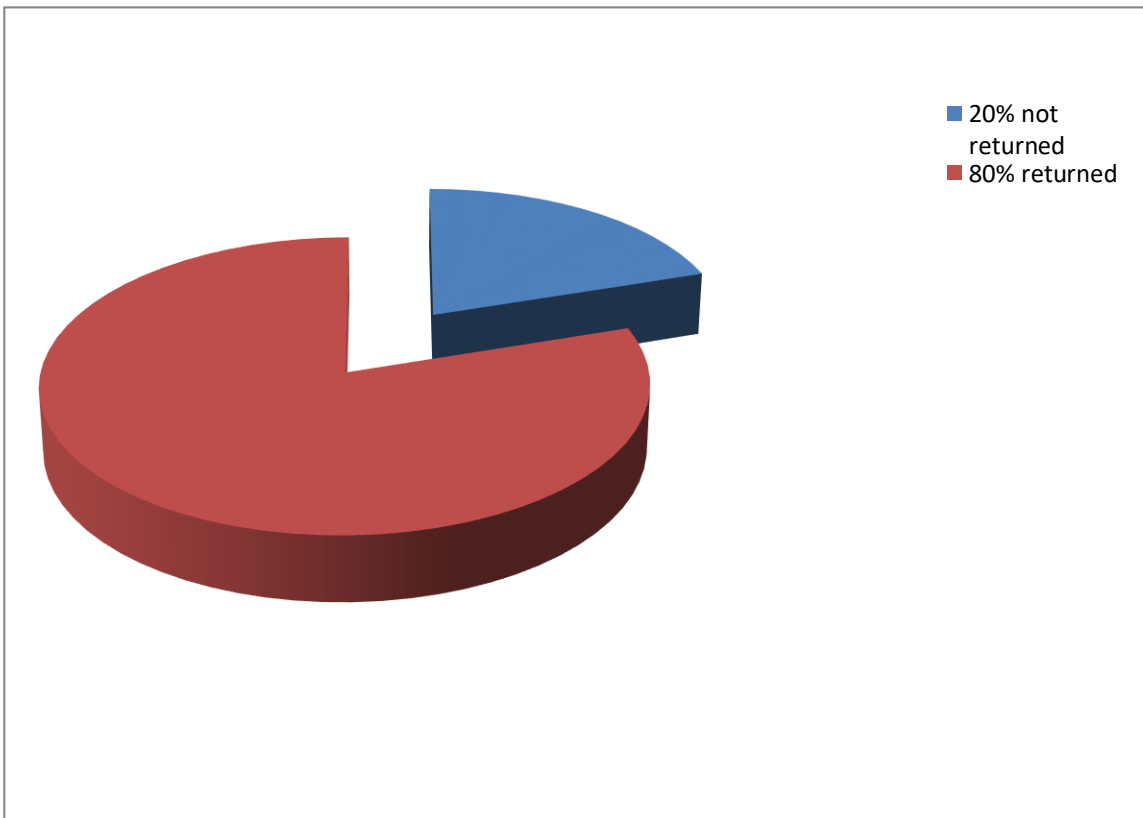


Figure 1 Pie Chart: Questionnaires completion response rate.

The given statistics from the pie chart indicate the response rate from the respondents. Eighty (80%) represents the total number of questionnaires answered which is eight. The 20% represents the 2 questionnaires which were never returned.

TABLE 1: Questionnaire response rate according to position

Respondent Position.	Number of questionnaires distributed	Number of questionnaires successfully answered
Principle Record Officer	1	1
Record officer	2	2
Assistant Record officer	2	1
Record Assistants	5	4

The table above summaries the respondents' response rate according to their positions they hold at work. This will help in understanding the weakest list in this research. The research findings show great zeal amongst the record assistants and assistant record officers' staff since they had a 100% response rate. Unsatisfactory response rate was noticed from record officers.

4.2.0 Records management activities at the Ministry of Education and sports in the records department and the staff in charge of each activity

Table 2: Showing the records management activities in MOES

ACTIVITY	STAFF RESPONSIBLE
Records creation	Records Officer
Maintenance	Records Assistant
Users of records	Teachers and Non-teaching staff like cooks ,Nurses and many more ,Lecturers and Tutors both appointed by the government and those that a not appointed yet by the government
File arrangement	Records Assistant
Classification of records	Record Officer
File census	Records Assistant
Control file movement	Assistant Record Officer
Disposition	Principle Record Officer

Source: field data, (2019)

FIGURE 2 1 Showing the researcher (left) interviewing one of the record assistants at the Ministry of Education and sports, during his data collection process



4.2 1 QUESTIONNAIRE RESPONSE ANALYSIS

1. What are the Types of Records Kept at the ministry of Education and Sports

There are quite a number of records maintained by the MOES as identified by the researcher

Table 3 : Showing the types of records generated at Ministry of Education and Sports, records department

Types of records	Examples
Financial records	Payment Vouchers, Financial statements, payment requisition and cash flow statement
Personnel records	Staff performance appraisal forms, appointments letters, promotion letters, transfers, posting instructions letters, termination of appointment letters
Administrative records	Programs organized by ministry of Education meetings, conferences, board meetings, workshops, seminars, visits and tours
Legal records	Oaths to be sworn by staff at the ministry of Education as a law as soon as they are appointed
Research records	Field reports, committee reports, Hansard, Manuals, Brochures, Magazines, Correspondences, Note books

Source: Field Data, (2019)

2. Importance of records management

Three respondents professed ignorance on the importance of records management. However the other six respondents showed a higher degree of knowledge over the importance of records management to an organization. Some went as far as mentioning some of the importance of records management and records to an organization such as capturing organizational memory, efficiency in the retrieval of information, protection of vital records and economy in keeping only needed records.

3. Records management Training background

The response indicated that at least 10 of the staff at the Department of records have a qualification in Records and Archives management. The responses also further indicated that

most the staff of the department have ever attended a records management workshop or seminar.

4. Records management policy

Six respondents indicated that there was a records management policy at the department of records at MOES that is being followed and used in the daily management of the records ant he ministry of education and sports. However some indicated there was a new draft records management policy which is yet to be approved by the principle records officer at the organization.

5. Disaster preparedness

There is no disaster preparedness plan at the records department save for the fire extinguishers observed at the department although respondents indicated that there are some steel cabinets in offices that also house vital records.

6. Records management standards and procedures

There are no records management standards or procedures at the records department neither are there known procedures verbal or written. Respondents indicated that they have not come across any standards and procedures save for the single respondent who indicated that standard and procedures were kept by the assistant commissioner in charge of the records department as a whole for safe keeping.

7. Problems faced in accessing records.

Five of the respondents indicated that they had no problem in accessing and retrieving records whenever they need them while three indicated that they sometimes face problems in retrieving records, for example indexing of records to get the file numbers and some when they fail to get the file numbers they fail to get the files on request, and others also face a problem of reading the shelf numbers to pick the correct files from the shelf.

. Respondents indicated that sometimes it is impossible to accomplish a task without the required record, which makes them to create temporal files as a solution to the missing file which in turn leads too loss of teachers records.

8. Electronic records management

The majority (about 10) respondents indicated that they sometimes create and receive electronic records. While only two indicated that they don't create or receive any electronic records. The two do not have any access to the computer because they lack computer knowledge. Those who indicated that they create and also receive electronic records also indicated that there is a system at the MOES records department to manage these records save for twelve who named the TMIS Teacher Management Information System as a system they are using to manage teachers electronic records. However on further probing through interviews the twelve revealed that TMIS is being used at the ministry of education and sports to manage the teacher's electronic records.

9. Records appraisal

Six of the respondents indicated that they had a problem with the increase of records accumulation in their offices this is most in the UTS registry. They further indicated that they at least had a file which they have not accessed for the past three years. The two respondents didn't answer questions on this section while the other said they had no problem with the accumulation of records in their offices in particular OPEN registry. Generally the respondents indicated that there were no records appraisal systems at the department hence the accumulation of records. Observation by the researcher indicated that there were no rooms including the strong room full of obsolete records or semi active records or in active records, but instead those that existed a bit older were packed into acid free boxes and then put on top of the metallic shelves in the registry storage rooms.

10. National Archives usage and Records disposal

Some respondents indicated that they have not sent records to the National Archives before while some indicated that they were not sure if the ministry of education and sports ever used the National Archives as a repository to its enduring value records, respondents further indicated they haven't disposed their records ever since the formation of the ministry of education and sports Uganda.

11. Coordinated records management from the department's top management

Two respondents indicated that there is someone within the department top management who had the role of overseeing records management practices within the department and is the principle records officer at the ministry of education and sports. However two respondents

indicated that they didn't know if there was anyone in charge of records management at the organization as the defended there statement because they are new to the organization and do not know yet much about the organization. This was further confirmed when the issue was further probed by interviews, indeed the top management confirmed that there is someone in charge of records management at MOES.

12. Documented filing system for example file coding and classification

All respondents indicated that there was a filing system within the records department where an alpha numerical system was used for example UTS/K/12435 for a teachers file that is still in service and these were found in the UTS registry, and K/2/1324 for non-teaching staff like cleaners and these were found in the OPEN registry and also pensioners files for those who have retired from service with numbers like EPD/1236 and these are still found in the UTS registry.

13. Rating of records management system by participants

The respondents divided themselves into two camps. The first four agreed that records management practices were poor at the records department of the MOES while the other four said that the records management practices were good or better at the department though they admitted that more effort is still needed to improve on the performance of the organization

14 Records Security

The respondents were able to point out that all records are secured in a lockable storage room that is only accessed by the registry or records staff only and this it is how the records are secured as well as for the electronic records each computer that has records is encrypted with a password only known by the registry staff thus ensuring security.

4.3 OBSERVATION.

Through observation the researcher observed the following.

14. Registry or records

The records department had a registry or records office to manage its current records. The records department of the ministry of education and sports, administration office by design had

3 rooms demarcated as a registries or records offices and the rooms are being utilized, and in fact they are known as the UTS registry handles active teacher records and pensioner records, OPEN registry handles records of non-teaching staff like cleaners and SECURITY registry handles incoming and outgoing information of the ministry like letters and other correspondences. The room is being used effectively as a place for handling active records are stored. The office had more than one person to maintain it known as the principal record officer.

15. Appraisal and disposal of records

The researcher observed that records were not being appraised or disposed resulting in the accumulation of obsolete and useless records in the registries or offices with files which are no longer current. The room designed as the registry is also clogged with boxes and cabinets full of files which are not used at all by the department and some are put on the floor.

16. Importance of records management

The researcher observed that the senior record officers in the department do appreciate the importance of records management. The department receives and dispatches mails every day, the department keeps files, construction plans, fuel allocation records, stores records etc.

17. File and mail management

The researcher observed that there was a file management system, for example. There is a file classification and coding system and an alphanumerical system is used at the ministry of education and sports which involves the use of both numbers and letters for example UTS/B/2435 , M/2/4466. There is an acute shortage of file covers which resulted in some records kept in different kinds of covers all over the past years ,and some that lack numbers are piled as papers tied together with elastics or strings heaped on officers desks and some stuffed in acid free boxes.

18. 18.

4.4 SUMMARY

The responses gathered from respondents through questionnaires, interviews and observation were shown on a pie chart and tables. The results were further analyzed. Out of Seventeen

distributed questionnaires distributed only eight were returned which were later analyzed and results tabulated. Interviews were conducted to probe and seek clarification on certain topics of interests.

CHAPTER FIVE DISCUSSION, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.0 INTRODUCTION

This chapter will explain the conclusions made from the research, the recommendation to the organization by the researcher as well as the summary and discussions as per by the researcher

5.1 DISCUSSION

In order to try to solve the problems cited in Chapter One the study used the interpretive research paradigm. The research also followed a qualitative research and also used the questionnaire, interview and observation techniques to gather the information. A purposive sampling was used over the population to select a sample. To strengthen, internal and external validity of the study the test retest method was estimated by examining the consistency of the responses between the two tests and the researcher obtained the same results proving that the instruments were reliable.

The findings may prove that the records management malpractice being experienced at the department may be caused by ignorance to some extent. Roper (1999:55) said there is need for staff members to be trained in records management if an organizational records management program is to succeed.

The quality of any records management system is directly related to the quality of the staff that operates it. Records work should be seen as a worthwhile career for those who are well educated, intelligent and industrious. It is not the posting of last resort for who are unqualified, incompetent or idle.

Roper and Griffin (1999:55) says the agency or organizational records manager, in collaboration with the head of the records and archives institution, is responsible for ensuring that staff members are adequately trained and that action officers are aware of their particular roles. They went on to say appropriate standards, manuals and guidelines should be developed to supplement training and instruction.

The research found out that there was a records policy within the records department or the entire institution. That means there is a records management procedural manual or standards. Each action officer once he or she is done taking action on a specific record he returns the record back to the registries for safe storage and keeping as well as security. This is in line with records management best practices Roper and Miller (1999:55) further advice that in order for any records management program to succeed there ought to be appropriate standards, manuals and guidelines that are to be maintained so as to supplement training and instruction of action officers.

The research found that the records department of ministry of education and sports did not have a written disaster plan although fire extinguisher, horse rills and an assembly point was observed. The disaster plan in place had nothing to do with protecting records but assets and personnel, it is not records oriented, thus if the disaster plan was written with records in mind it should have included salvage equipment and salvaging procedures and salvaging material should be included.

Simmerman (1999:1) postulated that no organization is totally immune from emergencies or disasters, either from emergencies or disasters, either from natural causes or human action. Earthquakes, tornadoes, hurricanes, floods and fires take place all around the world. As well, wars and civil strife occur in many countries. Even power failures or electrical faults, leaks or drainage problems, or mishandling and human error can lead to an emergency. Offices, people and records can suffer in an emergency even an event seemingly insignificant as a leaking water pipe, a broken humidifier or a shutdown in temperature controls.

Simmerman (1999:1) goes on to say in order to protect themselves and their assets, including records and archives, many organizations develop “emergency plans”, which are also called “disaster plans” or “business disaster” plans. Such plans are based on the concept that an organization should identify its assets-including its people, its equipment and supplies, and its critical information sources-and then establishes procedures to protect those assets. An emergency plan seeks to protect people and property and ensure that, in the event of an emergency, action is taken immediately to reduce the damage incurred and institute recovery procedures right away, recovery procedures were not seen at the records department of ministry of education and sports.

The researcher found that there were problems in accessing records at the records department of ministry of education and sports, and one respondent indicated that they have a habit of creating temporary files whenever they fail to locate a file in time from the shelf which is a sign of record management deterioration. The creation of temporary files is encouraged when the file cannot be located but if the system is implemented in an environment where records management program is not in place it may lead to duplication of records in an office, and this is evidenced that when the original file is seen the temporary file is merged with the original file hence duplication..

The researcher found out that the records department of ministry and education and sports do create electronic records through capturing of teacher records like file numbers on to the organization's databases and there is a new system to manage those electronic records known as TMIS Teacher Management Information System to store and protect them.

The researcher discovered that the word records appraisal is known at the department and that all respondents admitted that they have files which haven't accessed in the past three (3) years. This further proves that no records appraisals were ever done at the department since the formation of the department. The researcher further found out that the department staff do not know that records have values when it comes to records appraisal, except only the principal records officer and this means that only one individual at the department is able to appraise and dispose records and can't do it without the help of the rest of the team.

It was discovered by the researcher, that the records department of MOES have not yet used the National Archives of Uganda to preserve its records of enduring value. This was not a surprise to the researcher since the respondents had previously indicated that they don't know that records have values and even that they do not know that the department haven't done any records appraisal, nor does it have any records retention schedules which are used to determine which records deserves archiving or destruction at the of a records lifecycle. Failure to send records to the National Archives of Uganda and failure to destroy obsolete records is the reason why storage equipment and offices are clogged with records resulting in some records placed in cardboard boxes and some on tables and incoming and outgoing trays.

The researcher discovered there was a documented filing system, Griffin and Roper (1999:31) states that records need to be controlled, and failure to control records will result in the collapse

of the full records management system. Records controls includes registration of files new and old, indexing of files, classification, series control, appraisal and disposal of records.

5.2 SUMMARY

This research study was prompted by the observations made by the researcher during his attachment period at the records department of ministry of education and sports which made him make the assumption that the department was not appraising and disposing its records timely and correctly. Therefore, the aims of the research were to prove if the assumptions were so and to discover if the department had an efficient records management system used to effectively manage its records in an effort to promote the effectiveness of the department. Furthermore this chapter will state the findings of the research study and make recommendations.

Chapter One had the introduction, background of the study, background of the organization, problem statement and aim of the study. The chapter went on to explain the scope of the study. Chapter Two, is the literature review chapter it defined what literature review is. A wide spectrum of significant literature was therefore gathered, critically evaluated, analyzed and interpreted in line with its contribution to the research problem under review. Chapter Three dwelt on the design or plan of how the research will be carried out to specifically suit the problem under review. This resulted in a purposive research that was a non-probability sampling method. Also this research managed to find the best alternatives or methods of data collection in process. Research instruments, questionnaires and participatory observations were applied to try and get the richest source of information where possible. Chapter Four focused on the findings or results of the data gathering and analysis of information gathered from the population group selected from the staff of the records department of the ministry of education and sports.

5.3 CONCLUSION

The records department of the ministry of education and sports has serious records management problems which need to be addressed as soon as possible. The analysis of the records keeping standards proved that at least there was a registry or records office, no records

appraisal or disposal had ever been done. There is a huge accumulation of both archival and obsolete records in offices filling up office space and all these have to be worked upon.

Poor records management practices have negative consequences on an organization's performance. Records and information are the lifeblood of any organization. Poor records management hinders good governance leading to poor management, corruption, fraud, bad decision-making, wastage of resources, among others challenges. Good records management practices are therefore crucial in any organization. There is dire need to have a records management system approved by top management of an organization and which must be implemented in accordance with best practice in the profession. Its elements such as policies, guidelines and procedures must be clearly stated and understood by all users of the records in the organization and those managing those records. The system must be effective for both paper and electronic records management and must include disaster management plan that includes handling of vital records. The system or program must clearly outline responsibilities of each records management staff, required skills and competencies for every records management position. The primary function of the program must be to facilitate the free flow of information and to ensure that information is available where and when it is needed. Any weaknesses in government record keeping have the effect of lowering of the general standard of service offered to clients and the public in general.

5.4 RECOMMENDATIONS

1. The researcher recommends the following to the records department of ministry of education and sports: The department must come up with a departmental records management policy or a records management procedural manual or some sort of standards to manage records so as to ensure uniformity in the management of records within the department.
2. The Department should appoint someone with a records management background to revive more the registry or records office which is being utilized effectively to its maximum, and the department staff and officials need workshops on records management so that they become aware of the importance of records management to an organization and to learn different methods of records in different media.

3. The department must have a records preservation plan, a vital records protection plan and a disaster preparedness plan.
4. The department should appraise and create retention schedules or disposal schedules so that the disposal of records becomes a routine which is systematic and not an ad-hoc procedure. The creation of records disposal schedules will help to solve the unnecessary keeping of archival and obsolete records in offices creating room for current records only in records storage equipment and offices.
5. The registry or records office be operationalized and that all the records of the department be centralized in the records office where trained records professionals will be able to manage the organizations records in a professional manner.

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APPENDIX

(a) INTRODUCTORY LETTER

MAKERERE

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COLLEGE OF COMPUTING & INFORMATION SCIENCES
EAST AFRICAN SCHOOL OF LIBRARY AND INFORMATION SCIENCE (EASLIS)

August 21, 2019

The Permanent Secretary
Ministry of Education and Sports
Embassy House
P. O. Box 7063
Kampala, Uganda.

 For PERMANENT SECRETARY
MINISTRY OF EDUCATION & SPORTS

Dear Sir/ Madam,

RE: INTRODUCTION LETTER – KAMYA JACKSON REG. NO. 16/U/5369/PS

This is to introduce to you the above named student of East African School of Library and Information Science under the College of Computing & Information Sciences, Makerere University. He is offering a Bachelor's Degree in Records and Archives Management (BRAM) Year III.

As part of the study program, he is carrying out a research study entitled, *"Assessment of Records Management Practices at the Ministry of Education and Sports"*.

The purpose of this communication is to request you to offer him the necessary assistance required.

Please note that all the information obtained shall be used for academic purposes only.

Sincerely,

Dr. David Luyombya
HEAD OF DEPARTMENT
RECORDS AND ARCHIVES MANAGEMENT

(b) Budget

**PROPOSED BUDGET FOR THE RESEARCH ENTITLED AS ASSESEMENT
OF RECORDS MANAGEMENT PRACTICES AT MOES**

Description	Unit Cost(shs)	Number	Cost (shs)
Typing	300 per page	80 pages	24000/=
Printing	50/= per page	80 pages	4000/=
Binding	12000	3 booklets	36000/=
Total cost			64000/=

(c) DATA COLLECTION TOOLS

(d) INTERVIEW GUIDE FOR THE ASSESSMENT OF RECORDS MANAGEMENT PRACTICES AT MOES

My name is JACKSON KAMYA. I am conducting a study for the award of my Bachelor’s degree in records and Archive management at Makerere University. The title for this research is *“Assessment of Records Management Practices at the Ministry of Education and Sports, Uganda.”*

You have been selected to participate in this interview. The information you will provide will be purely for academic purpose and will be treated with strict confidentiality. Please feel free to ask questions for further clarifications. I look forward to your support and cooperation.

Thank You

Date of interview

Rank of interviewee

Gender of interviewee

Section 1: Records Management Practices in the county government

1. What is your understanding of the term records?
2. Which records do you create in the course of your work?
3. Does the county government have a functioning records management system?
4. What benefits does the RM system bring forth in running various activities?

5. What challenges are encountered in the management of records in the county?

Section 2: Record management Systems

1. How do you deal with records, which are not being used or no longer required?
2. What guides are used in determining, which records/files to destroy or keep?
3. What methods of disposition are adopted?
4. What finding aids are used in retrieval of records in the county government?

Section 3: Record Management Policies

1. Does the county government have a well written statement explaining the care of records?
2. Name any policies which assign you responsibilities for specific records functions.
3. How effective are the record management policies?

(e) OBSERVATION CHECK LIST GUIDE FOR THE ASSESSMENT OF RECORDS MANAGEMENT PRACTICES AT MOES

1. How are the records stored at the ministry of education and sports records department?

.....
.

2. What challenges does the records staff face in managing the records?

.....
.

3. How are the records secured at the ministry of Education and sports?

.....
.

4. In what formats do the records at the ministry exist in.

.....
.

5 What kind of record management system is in place?

.....
.

(f) QUESTIONNAIRE GUIDE ASSESSMENT OF RECORDS MANAGEMENT PRACTICES AT MOES

INTRODUCTION

Dear Sir/Madam,

My name is JACKSON KAMYA, and I am currently carrying out a research for the award of my bachelor’s degree at Makerere University, Kampala Uganda. The title of my study is “Assessment of Records Management Practices at the Ministry of Education and Sports, Kampala Uganda”. I am hereby requesting you to assist me in completing this questionnaire in order to achieve my research objectives. The information provided will be purely for academic purposes and will be treated with confidentiality. Your participation in facilitating the study is highly appreciated.

SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

Please select the correct answer by ticking (√) appropriately in the provided brackets.

1. Gender (Tick one only)

Male Female

2. Designation _____

3. What’s your highest level of educational?

Certificate () Diploma () Bachelor’s () Masters () Doctorate ()

What is your area of specialization in 4 above?

4. Work experience (Tick one only)

SECTION B

1. Where are the different types of records kept at MOES?

.....

2. Please indicate your degree of agreement with each statement by using the following rating scale, 5= strongly Agree () 4= Agree () 3= Neutral () 2 =Disagree () 1= strongly disagree

(To the table below, kindly tick where appropriate)

	5	4	3	2	1
a. Does the location of records has an impact on the Provision of information?					
b. Records management has been allocated with the appropriate resources (finance/equipment)?					
c. Does the ministry of Education and sports conduct records retention and disposal programs regularly?					
d. Doe the ministry digitize its records management program?					

3. Please indicate your degree of agreement with each statement by using the following rating scale, 5= strongly Agree () 4= Agree () 3= Neutral () 2 =Disagree () 1= strongly disagree

(To the table below, kindly tick where appropriate)

a. The county government has a records management policy in place.	5	4	3	2	1
b. The records management policy is reviewed at regular basis.					
c. Staff members manage records according to this policy.					

4. How are the staff members informed of the records management policy?

.....

.....

5. Is there a disposition program for records in the Ministry of Education and sports?

Yes

No

6. Does the Ministry of Education and sports have an organized records classification system/ file plan?

Yes

No

If Yes, State.....

7. Do you file records according to the file plan?

Yes

No

8. Are you able to allocate file reference numbers according to the file plan?

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9. What challenges do you encountered in the management of records in the ministry of education and sports records section that affect service delivery?

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10. What suggestions do you offer to these challenges?

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11. What filing equipment do you use in management of records at MOES?

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Thank you for your time and input!