UNIVERSITY OF BOTSWANA

FACULTY OF HUMANITIES

DEPARTMENT OF LIBRARY AND INFORMATION STUDIES

THE CONTRIBUTION OF RECORDS MANAGEMENT TOWARDS THE PROMOTION OF GOOD GOVERNANCE AT ST. BERNADETTE CATHOLIC CHURCH, GABORONE, BOTSWANA

BY

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Abstract

Churches exist to provide support for the spiritual and moral well-being of members of communities. As an organization viewed to be fair and open, good governance is a pillar of its functionality. Records management ensures that information and records pertaining to the church is handled in an orderly manner that can be accessed over long periods of time (posterity). With records management, components such as accountability and transparency (evidential purposes) come into practice thus ensuring that all processes and systems are geared towards supporting the functionality and mandate of the church (good governance). This study examined the elements of records management and those of good governance as well as amplifying the inseparability of records management and good governance within the church set up. The population of the study consisted of 33 participants which were; executive parish council committee (treasurer, secretary and chairperson), the priests and brothers as well as the 13 members of the congregation. Qualitative data for the study was collected through interviews, questionnaires, observations and a review of documentary sources.

The key findings of the study indicated that St Bernadette is aware of records keeping; however, the significance of prioritizing records management as a key element is very minimal. The study revealed that the church has weak records management systems that need re-visiting, thorough improvement and even designing new records management systems to enhance good governance. Lastly, the study established that regardless of ineffective and comprehensive records management program, St Bernadette is aware of good governance in the church set up, and are striving to ensure that their church operations are geared towards the attainment of elements such as accountability, transparency, participation and compliance.

The major recommendations arising from the study are: the church leadership ought to acquaint themselves with understanding records management holistically by accessing guiding tools such as BNARS Act, ISO 15489 2016 and IRMT, in order to appreciate holistically and prioritize records management as a pivotal enabler of good governance . The church also need to establish a policy governing how records, documentation and information is to be handled, in relation to governance. This policy will provide comprehensive guidelines, tools and principles in order for the church to develop a records management system. Finally, the study recommended that the

church establish a separate vote that is meant to resource the church records unit in order to improve records management as a whole.

Keywords: Good Governance, Records Management, Records, Information, Church Records, Records Management Systems or Programs

Declaration

Student number: 201103249

I declare that all the contents in the document study of Records Management and Good Governance at St. Bernadette Catholic Church, in Gaborone, Botswana is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Signature   Date

_____   July 2019

Student

_____   July 2019

Supervisor

Dedication

I dedicate this research to my family. The support I received has left me added great value to my research. The late nights I spend being , absence from home, the financial assistance they offered and undying support they devoted on my research were key to my success .

Special dedication goes to my beloved child, for tolerating the divided attention. My child has been my pillar of strength and a source of inspiration.

Acknowledgement

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List of Abbreviations and Acronyms

AICs	African Independent Churches
BNARS	Botswana National Archives and Records Management Services
CCEO	Canonum Codex Ecclesiarum Orientalium
ESARBICA	Eastern & Southern Africa Regional Branch of the International Council on Archives
ICA	International Council on Archives
IPC	International Pentecostal Church
IRMT	International Records Management Trust
ISO	International Standardization Organization
RM	Records Management
ZCC	Zion Christian Church

1.0 CHAPTER ONE: BACKGROUND TO THE STUDY

1.1 Introduction

This study investigated the role of church records and good governance at St Bernadette Catholic Church, in Gaborone, Botswana. This chapter provides background information on records management and good governance. It introduces the concept of a church and the Roman Catholic Church in particular. The chapter also discusses the statement of the problem, the objectives of the study and the research questions. Furthermore, the chapter gives the scope and limitations of the study, the significance of the study, the organization of the study, definition of key terms, and finally provides a summary of the chapter.

1.2 Records Management

ISO 15489 (2001:6) defines a record 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 business". According to Cox and Wallace (2002:30), a record is known " an extension of human memory, purposefully created to record information, document transactions, communicates thoughts, substantiate claims, advance explanations, offer justifications and provide lasting evidence events". Mnjama (2004:33) posited that records are enablers of daily operations and organizations would be dysfunctional without records. He added that "Records management is not only a tool for interpreting the past but is also a vital component for predicting the future". This shows how pivotal records are to an organization. In simple terms, records are documented information that is created in pursuit of an activity which serves as evidence of those activities, for future use. This documented information can come in all sorts of formats.

Willis (2005) defines records as informational documents such as forms, letters, memoranda, reports, and manuals used to carry out various functions. In a nutshell it can be said that records are information captured for re-use in the future as evidence of an action undertaken, and also serves as a pointer for future projections. The International Council on Archives (ICA) (2005:14) defines a record as "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 key word in these definitions is evidence. Simply we can say that a record is "evidence of an event".

According to the International Records Management Trust (2010:12), records management is "that area of general administrative management concerned with achieving economy and efficiency in the creation, maintenance, use and disposal of the records of an organization throughout their entire life cycle and in making the information they contain available in support of the business of that organization in the form of records". ISO 15489 (2001:5) defines records management as "The field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use, and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records". Records management is concerned with the generation, receipt, processing, storage, distribution, use and disposal of records. It encompasses a wide variety of activities and sub-disciplines such as the management of mail, correspondence, reports, copies, forms and directives. Mnjama (2004:34) added that records management serves as an enabler of accountability as well as a pivot for compliance with the rule of law. He went on to state that through records management corruption could be minimized by stating that "Experts in financial management control recognize and acknowledge the fact that well-managed records systems are vital to the success of most anti-corruption strategies" (Mnjama, 2004: 34).

Records management has become increasingly recognized as an administrative tool, critical to the efficiency of organizational management (Yusof & Chell, 1999). It is important to note that records go through a set of phases known to be records life cycle. Records life cycle refers to the stages a record goes through in its existence from creation to preservation (archival) or disposition. These are phases that records go through in order to serve a valuable purpose. These phases include creation, use, storage and disposition. Creation refers to the birth of records which could be created internally or received from external sources (Sprehe, 2002). The records then go into their useable stage which also involves their maintenance. These can be active records that are used frequently or semi-active which are used occasionally as the need arises (Oliver, Evans, Reed and Upward, 2010). The last stage is the disposition. This is whereby records are either transferred to the archival storage or disposed of by destruction depending on their archival value from the process of appraisal (Shepherd & Yeo, 2003). The records life cycle acts as a basis for designing and implementing a records management program as it provides requirements to the organization's needs at every stage of the cycle.

Records management in churches has been an existing phenomenon since the 1800s by Egyptians when they coded information on hieroglyphic (Vea, 2013). They coded details of families and tax invoices. Therefore records management is a relevant topic when discussing church administration and governance and its significance to the productivity of churches. Records management facilitates and paves the way for the flow of information in institutions. It prevents ad-hoc decisions being made by serving as a collective memory of past decisions and serves the mandate of the organization. It enables information to be acquired and used when the need arises (Mwangangi, 2013). It is imperative to note that in order to attain the goal of flow of information there is a need for a records management program that will be efficient and effective to serve the business requirements of the organization. In the church, records management is essential as it brings leaders and followers to the same level of understanding the purpose of records in relation to the affairs of the church. It helps in promoting financial accountability and acts as a basis for the audit process. According to Freda (2014), records management drivers include information and research, legal or compliance, administrative and financial accountability. Records management ensures that organizational records that are created in pursuit of business are reliable, accurate and complete. It is only when records are managed well that authenticity and integrity are assured.

A record is a piece of valuable information that is captured to be used for all three tenses of life; past (referential purposes), present (support current business activities) and future (posterity and basis for future projections). Good governance can never be separated from records management (Johnson, 2009). Records are critical when addressing issues pertaining to prevention of corruption, maladministration, fraud, mistrust, disarray and even disbanding of the church as an organization. In light of this, churches have to promote and appreciate records management as a pivotal function of the church. A full discussion on the benefits of records management is contained in Chapter Two.

1.3 The Church

According to Blewitt and Reynolds (2001:194), a church is "an institution that promotes spiritual well being". Bosede (2016) perceives churches to be establishments that exist to serve and nurture societal spirituality. Thornton, Kerslake and Binns (2010) defined a church as a place or centre in which believers gather to praise and worship their supreme being, in this case, the Lord Jesus Christ. As a result, the corporate or administrative aspect of the church is often a neglected area within the structures of the church. The idea is that the church is moulded by spiritual guidance. Authors such as Dikopoulou and Mihiotis (2012), Ojua (2016) and Matasio (2017) do not dispute the fact that churches are to be guided by sacredness. Ojua (2016) postulated that the church's leadership ought to consider running churches with some essence of corporate entities. This should be considered because times have changed as attendees are no longer the traditional followers but are people of various calibres and from different facets of life. These followers contribute to the church in different ways such as their time volunteering and through their monetary contribution. Therefore, there is a need to provide structures similar to those of the corporate world in order to keep track of such activities to improve trustworthiness and cultivate transparency in the church. Records management thus become imperative to ensure good governance from all dimensions. Evidence indicating all decisions, transactions, and actions taken is reflected in records.

1.3.1 St Bernadette Catholic Church in Botswana

The Catholic Church worldwide has been in existence for many centuries. It has made progressive strides in records' as far as records keeping is concerned and as per the requirements of the administrative aspect of the Canon Law (constitution of the Catholic Church worldwide). The Roman Catholic Church moved to Africa in the 17th century by establishing various parishes in countries of Africa (Ozotambgo, 2009). In Botswana, the Catholic Church was established in the year 1928. It was based at the now Gaborone Dam and later at St Josephs, Kgale under the leadership of Bishop Murphy. In 1966 the church administration was divided into the Diocese of Gaborone and the Vicariate of Francistown (Jubilee Newsletter, 2016). Bishop Frank Nabuassah is the current leader and administrator of the Diocese of Gaborone, within which St Bernadette Catholic Church falls under. There are over a 100 Catholic parishes all over Botswana commonly serving and spiritually supporting their respective communities spiritually. St Bernadette is one of the parishes constituting the Gaborone Diocese. It is situated in the western part of Gaborone and

was established in 1992. Its establishment was a result of being overstretched by two parishes namely; Cathedral and Kreste Lefika (Jubilee Newsletter, 2016). The church has a membership of over 200 parishioners and is currently under the leadership of one priest. St Bernadette conducts its duties of spiritual support and administration as per the Roman Catholic doctrine (Canon Law).

1.4 Good Governance

Good governance is a way in which national resources are utilized in a manner that ensures the development of all aspects of the country. Good governance is characterized by transparency, accountability, political legitimacy of openness and the rule of law (Willis, 2005). According to Sebina (2003:24), governance is "the process, the function and power of government. It is the exercise of executive, legislative and judicial power for the public and state leadership by the political – elective and administrative – statutory bodies". It is important to note that for these aspects to be achieved there is a need for evidence which is embedded in records or documents, hence the critical significance of records management. Willis (2005) stated that good governance is a requirement for a correct code of conduct, compliance with the legislation as well in order to meet expectations of those being led in any organization, and such can only be achieved by reflecting on records that are of value. Dikopoulou and Mihiotis (2012) indicated that good governance includes elements such as accountability, transparency, participation, equity and inclusiveness, effectiveness and efficiency as well as rule of law. These aspects are briefly discussed below.

According to Willis (2005), accountability is a state whereby those in leadership justify their actions and provide a clear indication and justification of their decision making. Here the expectation is that the church ought to provide a true indication of any decision-making process or transaction (financial transaction) that can be held as evidence and made accessible to the congregation. It is, therefore, vital for records to be properly managed in order to get evidence of actions taken.

Another element is transparency; this is a state where decisions made abide by the set rules and regulations that govern the organization and the information pertaining to such decision is freely

accessible by stakeholders. This has been highlighted by Willis (2005:33) when he stated that "Transparency means that decisions are taken and their enforcement are done in a manner that follows rules and regulations. In addition, transparency hinges on the fact that all information affecting the society ought to be freely accessible to them without any restrictions".

In addition to accountability and transparency, there are four other aspects that are crucial to good governance. These aspects are as follows:

(a)   Participation

Participation occurs when all relevant stakeholders have input in decision making processes of any organization. It permits all members to contribute to the running of the organization, as it would be the entitlement to do so. This promotes good governance in the sense that no one is denied the opportunity to contribute towards the common goal. Records management is a critical phenomenon in the sense that it provides mediation or baseline that enables decision making, in the midst of varying societal perspectives (Shepherd, 2006). Records serve as a pivot of all decisions, by providing information that indicates contribution or input made by each and every one of the stakeholders. This in the end, does not violate the rights, minimises conflicts and promotes productivity. Records contain information that guides decision- making process hence the need for proper management of information. Good governance requires mediation of the different interests in society to reach a broad consensus on what is in the best interest of the whole community and how this can be achieved.

(b) Equity and inclusiveness

A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, especially the most vulnerable to have opportunities to improve or maintain their inclusiveness in decision making and running of the organization. This calls for the church to ensure that all the church members are treated equally, especially when dealing with representations such as in church committees. Here records management play a pivotal role in ensuring that no member is side-

lined from church activities as per the doctrine that governs the church (Dikopoulou and Mihiotis, 2012). Such documentation serves as a tool that enables all members to "own" the church in their respective way without others being side-lined.

(c) Effectiveness and efficiency

This speaks to the fact that good governance means institutions produce results that ought to meet societal needs while making the best use of resources at their disposal. This can only be achieved if documents outlining these processes and the efficiency criteria are properly managed. In relation to churches, all information and records outlining the church doctrine as well as business activities regarding the church ought to be kept in an orderly manner that would be free from any form of damage and are easily accessible to the members of the church. Properly managed records assist in referential purposes especially when the church is to measure its productivity (Johnson, 2009).

(d) Rule of law

This element speaks to the fact that organizations ought to operate within the regulations that guide the functionality of such an organization (Freda, 2014). It is mandatory for the church to continuously submit relevant documents to the registrar of societies, which is a body tasked with overseeing the functionality of faith-based organizations. This is meant to ensure that the regulatory bodies monitor the operations of the church and ensure compliance with rule of law.

Ngoepe and Ngulube (2014:78) posited that proper management of records in churches has proven to be beneficial especially during legal disputes. They observed that several churches ended up splitting due to poor records keeping. They further argued that "the problem of lack of record-keeping and archives management in African Indigenous Churches (AICs) can be partly attributed to various spiritual leadership succession battles that took place in these churches". They singled out the Zion Christian Church (ZCC) and the International Pentecostal Church (IPC) churches whose membership was divided due to insufficient records that would have otherwise provided evidence on the leadership structures and succession plans. This study thus sought to investigate the role that records management plays in attaining good governance within the church.

1.5 Statement of the problem

Several studies have identified records management as the driver of good governance within organizations, churches included, (Blewitt & Reynolds, 2001). Ngoepe and Ngulube (2014:80) asserted that "Records and archives are important to any institution regardless of its size or whether it is a public or a private entity". Records serve as a true testimony of what had transpired as far as the church processes and activities are concerned. Records management ensures that all business activities are documented, accessed by the followers, stored efficiently and preserved for future use (Johnson, 2009). Inadequate research in this area is contradictory to the increasing number of church members who contribute various resources to the church such as time and money and inevitably demand for justification of how these resources are utilized. Furthermore, the Catholic Church has been involved in the development of Botswana contributing to various sectors such as health, education as well as community development (Jubilee Newsletter, 2016). Such events or activities require proper documentation which is a pre- requisite for good governance because this evidence symbolizes a true reflection of their occurrence. Furthermore, availing such evidence to the generations to come for research and as a basis for projecting the future and accountability to the congregants is a noble achievement for business continuity.

In addition, church members are increasingly interested in how their financial contributions are utilized within the church. This then calls for proper records controls that provide accurate evidence of all decisions and transactions made in the church. Ideally, a church by virtue of its nature, ought to uphold transparency, fairness, equality and accountability in order to gain and retain stability, productivity and trust from the congregation (Ozotambgo, 2009). This can only be achieved when reporting processes, financial controls and action trails are clear and justified; making records management an enabler of good governance within organizations, churches included (Bosede, 2016).

Despite the notably important role of records management in organizations, not much research has focused on records management and good governance in churches especially in developing countries (Saerang, 2003). Globally, churches are aware of records but are failing to articulate and appreciate records management as a basis for conducting church activities as well as their significance in carrying out its mandate in a transparent and accountable manner. Failure to comprehend and enhance records management makes it difficult for stakeholders to identify gaps

in the administration as well as accountable of actions to the congregation who are the main clientele that churches serve and are established for. It also makes it difficult for stakeholders to pinpoint malpractices in the running of the church, due to weak records keeping practices and lack of records control to track all transactions made (Dikopoulou and Mihiotis, 2012). The researcher's preliminary investigation indicated that many churches are not aware of the significance of records management and its impact on ensuring good governance in the church (Gathuki, 2015). Failure to maintain proper records in the churches often leads to mistrusts, disputes and conflicts within the church since accountability and transparency are somehow compromised, often derailing the church from its mandate and fuelling conflicts regarding mal-administration of the church especially mismanagement of church resources.

Ngoepe and Ngulube (2014) observed that in the East and Southern African Region, some churches are breaking apart due to poor accountability that is linked to poor record-keeping practices. They gave examples of churches like the International Pentecostal Church (IPC) and Zion Christian Church (ZCC) which broke apart, due to poor records keeping which failed to indicate the ideal succession plan. Botswana is not immune to the situation, as the majority of churches are not well acquainted with records keeping. For instance, a study conducted by Lwabi (2011), using the Seventh Day Adventist Church in Gaborone revealed that the church was operating with inadequate or poor record keeping systems and therefore hindering the proper management of documents and records. Another survey conducted in Botswana by Bayane (2012), indicated that records keeping and archival management of church records in Botswana was in a poor state, with just a simple practice of storage being neglected, hence the researcher's interest in conducting this study.

Furthermore, the Societies Act, Chapter 18:01 of the Laws of Botswana classifies churches as societies and demands through Section 16,17 and 18 of the Societies Act the proper management and availability of documentation, records and information management in an institution registered under the societies Act. The Act states that

> (1) The Registrar may, at any time, by notice under his hand, order any exempted society or registered society to furnish him with (a) a true and complete copy of the constitution and rules of any society in force at the date of such order; (b) a true and complete list of office-bearers and members of any such society residing or present in Botswana at the date of such order; (c) a true and complete return of the number of meetings held by such society in Botswana within the period of six

months immediately preceding such order, stating the place or places at which such meetings were held; and (d) such accounts, returns and other information as may be prescribed. (2) An order given under subsection (1) shall specify the time (not being less than 21 days) within which the information shall be supplied: Provided that the Registrar may, on application made to him and on good cause being shown, grant an extension of time." This simply means that it is mandatory by law for churches to keep records, therefore, prompting them to put in place records management systems that ensure proper handling of records in order to remain compliant to the law of the land.

Moreover, section number 17 of the Societies Act continues to state that:

The Registrar may, at any time, by notice under his hand, order any exempted society or registered society to furnish him, within a time to be stated in such order (not being less than one month), with the audited accounts of such society. (2) For the purposes of this section, "audited accounts" means accounts audited by an auditor approved by the Registrar, and such approval may be given either generally or for any particular audit.

The above requirements require churches to put in place financial controls that would keep track of all transactions as well as engage in internal audits to assess the financial status of the church and also enhance transparency for the congregation. Those activities are fully dependent on records management to provide accurate, authentic, complete and reliable information depicting the business activities of the church. Records management also ensures the integrity of records and information in compliance with the legal system. Based on the foregoing, this study sought to assess the status of records management with regards to enhancing and upholding good governance at St Bernadette Catholic Church, in Gaborone, Botswana.

1.6 Objectives of the Study

The broad objective of this study was to examine how records management is done to promote good governance within St Bernadette Catholic Church, in Gaborone Botswana. The Specific objectives of the study were to:

1. Establish the importance of records management at St Bernadette Catholic church
2. Assess current records keeping practices at St Bernadette Catholic Church in Gaborone
3. Determine the challenges experienced by St Bernadette Catholic Church in   managing its records
4. Asses the role played by records management in upholding governance in the church

5. Make recommendations aimed at enhancing records keeping at St Bernadette Catholic Church

1.7 Research questions

This study sought to answer the following questions.

1. What is the importance of managing records from the churches' perspective?
2. What are the practices undertaken regarding records keeping within the church?
3. What challenges hinder proper records management within St Bernadette Catholic church?
4. Why is records management and good governance inseparable, in the church?

1.8 Scope and limitations of the study

The study was carried out at St Bernadette Catholic Church in Gaborone, Botswana. This church was selected because it was the only church willing to grant permission for the research to be conducted in their organization after failing to get permission from several churches that were consulted. Due to limited financial resources and time constraints, this study was confined to the management of church records at St Bernadette Catholic church in Gaborone West, Botswana, only. Furthermore, due to the fact that church documents or records are a sensitive aspect, the prospective respondents withheld confidential information. Another limitation relates to the fact that the study was limited to the city and that does not necessarily give a true representation of other Catholic churches in the rural areas of Botswana.

1.9 Significance of the study

This study is important for various reasons. Many studies have focused on the assessment of records management in the church whereas this study only examined the role of records management and good governance within churches. Therefore, the study provides valuable information to the church leadership at the St Bernadette Catholic Church. The recommendations contained in the study, if implemented by the church, will result in improved records keeping in the church. Secondly, the findings of the study contribute to the body of knowledge on records management especially on managing church records in Botswana, an aspect that has not been addressed adequately by researchers. Lastly, to the Government of Botswana, the findings of the study may be used by policymakers to look into regulations that encourage faith-based organizations to maintain records.

1.10 Organization of the study

This study is organized into six chapters. Chapter one provides the background to the study, the statement of the problem, the objectives of the study, the research question, the scope and limitations of the study and significance of the study. Chapter two consists of a review of the literature regarding records management as well as the relationship between records management and governance, through consulting works of the author in the field of records management, church records and good governance. Chapter two also provides an account of the theoretical model used for the study. Chapter three describes the methodology that was used to collect the data for the study. It describes the population of the study, data collection instruments, administration of data collection instruments, data analysis and ethical considerations. Chapter three also highlights the research paradigm as well as research design. In chapter four the researcher presents the findings gathered from the field. In chapter five the findings of the study are discussed and linked to the objectives and the theoretical framework. Chapter six wraps up the whole study by providing a summary of findings and recommendations. This chapter highlights areas for further research.

1.11 Definition of key terms

Records - any document or another source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means (Dawson, Dodd, Roberts and Wakeling, 2004).

Information – Data that is processed and coded to be used for conveying messages to the benefit of people and organizations (Freda, 2014).

Records management (RM) - the practice of maintaining the records of an organization from the time they are created up to their eventual disposal. This may include classifying, storing, securing, and destruction (or in some cases, archival preservation) of records

Records Management System– this refers to a set of mechanisms combined and put in place to organise, facilitate and manage the capturing, creation, use, retrieval, disposition and preservation of records. It may be paper-based or electronic. The International Organisation for Standardization (ISO 15489) (2001:13) defines it as "an information system which captures, manages and provides access to records through time"

Good Governance - Process by which decisions are made and implemented. It can be said to be the use of power over resources and institutions to achieve a particular goal (Schenkelaars and Ahmad, 2004)

Church- a place of worship that brings together all nations regardless of demographic differences (Blewitt and Reynolds, 2001)

1.12 Conclusion

This chapter has provided the background to the study by detailing what records and records management is. The study has also established the significance of records management regarding the church (St Bernadette Catholic Church) as well as how records management is the driver of governance within organizations, including churches. Moreover, this chapter defined good governance, by highlighting the aspects that have contributed to good governance. The chapter defined the statement of the problem, the objectives of the study and the research questions. The chapter also provided the scope and limitations of the study as well as explained the significance of the study. In addition, the organization of the study was provided, detailing how the study is arranged. Finally, the chapter described the key terms that are used in the study.

2.0 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The importance of literature review and theoretical framework is acknowledged as the basis for any scholarly work (Kemoni, 2007). The purpose of a literature review is to provide the foundation for one's research. It involves locating and reading published works relevant to the research topic and packaging it together in a new way that helps in explaining the research problem better (Oates, 2006). The literature review provides insights on key issues relating to a study. This chapter provides a review of the literature on the importance of records management to the church, records management practices, challenges of records management in churches, as well as the nexus between good governance and records management. These thematic areas are based on the research objectives and are derived from ISO 15489-1(2016). This chapter also reviews the literature on the theoretical framework that is used to guide the whole study which is ISO 15489-1(2016)

2.2 Records Management

There are various processes that take place within the organizations that require evidence in order to be carried out. According to Blewitt and Reynolds (2001), records are managed to ensure that an organization has a history to refer back to, in order to make present and future decisions. Organizational records are managed in order to meet legal obligations. Additionally, records management is crucial to the organization as it enables and ensures that the organization stands by its principle of openness, which could only come about when evidence regarding activities and transaction is available and accessible to stakeholders (Shepherd, 2006). Furthermore, records play a crucial role in instances where an organization decides to grow, change management and disband or split (Ngoepe & Ngulube, 2014). Often the foundation becomes eroded, but if records are managed properly, they remain and serve as evidence of what transpired within the organization. This aids in the survival and continuity of organizational activities.

Records require proper management. These records include financial records (accounts payable and receivable), administrative reports (indicating activities), architectural (map or building), audit reports, banking records, newsletters, budget records, by-laws, insurance policies, membership records, committee records and contracts to mention a few (Freda, 2014). It is important for organizations to establish a records management policy that guides how documents

and information are to be maintained and made accessible to the stakeholders in order to promote good governance (Ngoepe and Ngulube, 2014). In addition, Sanderson and Ward (2003) indicated that records management in an organization is usually meant to facilitate, support and enhance aspects such as: information (research, history) financial aspects (receipts, official vouchers, payroll, financial transactions), legal (audit report, constitution, minutes required by regulatory bodies) and lastly administration (decision making, succession plan, strategic plans, future projections).

Information flow is highly dependent on records management. Administration in organizations requires information on a daily basis, to be able to carry out duties in an effective, efficient and accountable manner (Freda, 2014). Such information ought to be accurate, reliable and retrievable within a short time as per needs. Efficient and effective administrative duties could be attained if the leadership enhances records management and upholds its principles. Records creation or records received are managed in order to enable decision making. Duncan and Stocks (2003) posited that these records hold the information on the past, the present and serve as a pivot for future decision making and strategic projections. Records management enables institutions to easily plan for development of the organization by providing statistical information on organizational assets and details of stakeholders in full, enabling easy estimation of developments required. Upholding records management enhances security and safeguard the information regarding the organization such as financial records, personal records of employees or stakeholders, general information and private or confidential archive (Blewitt & Reynolds, 2001).

 Lack of security to records makes records to lose their integrity and authenticity. Such records may not provide a true reflection of what had transpired (Sprehe, 2002). Integrity and authenticity revolve around the proper management of documents, information and records of the church. In addition, Crookston (2011:74) stated that "records management facilitates information sharing despite geographical disparity or format, which means that anybody can be able to access such information when needed at any given location in any type of format". Palmer (2000) indicated that records management ensures that there is continuity in the organization's administration as information continues to flow even in the event those in power change and new management takes over. Furthermore, according to the World Bank (2011), the fight of corruption in various sectors that require service delivery, depends fully on records management and if it is not

effective, the attainment of anti-corruption is not feasible. This just gives a synopsis of how critical records management is on governance.

Moreover, records' serve as a corporate memory for the organization. Proper records management ensures that past records are preserved and used in an appropriate manner (Oliver et al, 2010). With a sound records management program in place, such information is safely kept in a conducive environment that ensures that even after many years, information seekers will be able to utilize the information as per their request (Amanze, 1994). In addition, records management systems ensure that those researchers interested in studying the organization's history can access such information (Sanderson & Ward, 2003). Proper records management enables the flow of accurate and reliable information at a time when it is required by users of either the present times or future times (Shepherd, 2006). Finally, records management ensures that information pertaining to daily activities and justification (accountability) is managed and shared amongst relevant stakeholders. This is supported by Freda (2014:11) who stated that "records provide information for different institutional purposes, such as decision making, financial accountability, performance measurement, strategic planning and research."

With regards to financial aspects, records management is the cornerstone of the financial status of any organization (Shepherd, 2010). Finance in the organization involves management of the assets that generate income for the organization and the money received, generated from the organization and utilized by the organization. In addition, Thomassen (2001) indicated that, in order to ensure effectiveness and efficiency in the financial aspect of an organization, records management has to be an outstanding practice. Records management promotes financial accountability in the sense that it keeps track of transactions and provides evidence of actions by the personnel responsible for such transactions (Freda, 2014). It is evident that records management is pivotal to the management of finances in the organization as it serves as evidence of the use of the organization money and other assets as well as enabling the prevention of fraud. It is important to note that with records management, financial accountability and transparency is automatically attained. This is because records management provides the basis that tracks all transactions that took place as well as indicate those who were responsible for those transactions (Palmer, 2000).

Furthermore, records management is the foundation of financial audit in the organization. A financial audit cannot be carried out to the best if financial records were not initially handled and kept in an appropriate manner, which could dent the financial transparency the organization is expected to uphold (Freda, 2014). Moreover, Pember and Cowan (2010:38) indicated that "records management acts as a fraud detector in the sense that when financial records systems are in place, such as authorized access, tracking tools and duplicates of transactions, it becomes it easy for investigators to track perpetrators and their activities." In this way, if fraud or corruption has occurred, records are the only key for investigators or organization leaders to determine the suspects of the crime and therefore enhance financial transparency (Palmer, 2000). Financial accountability and transparency need heightened urgency and monitoring mechanisms as it involves various stakeholders (employees, shareholders and the public) who have made contributions to the organization. All stakeholders are entitled to know how their contributions are being used, hence the need for financial records systems.

Records management enables the organization to comply with laws or legal bodies (Freda, 2014). Records management ensures that the organization upholds and adheres to principles of human rights by examining the mandate and operations of the organization by official bodies designated to monitor organizational operations. For instance, Roper and Millar (1999) indicated that it is only when records are managed in a truthful and accurate manner that relevant bodies could asses operations of an organization. They further argued that records "support legal rights and obligations within the legal system, they provide evidence or proof that a particular activity took place and they contribute to accountability in organizations and in government". Roper and Millar (1999:29). In addition, it is crucial to appreciate the fact that organizations have a position to sue and is eligible to be sued Palmer (2000). This is wholly dependent on the proper management of documents that provide evidence and support the organization during litigation processes, so that the organization will be able to defend itself and safeguard organization assets and money. This was emphasized by Porter-Roth (2006:30) who stated that "records management is important because it reduces litigation risks, provides regulatory compliance and protects corporate assets". In a nutshell, the power of records management cannot be overemphasised. Records management is indeed a pre- requisite for business efficiency, accountability and good governance.

2.3 Records management and good governance

Organizations exist to provide services and products to communities. In order to attain their mandate, they engage in activities, make decisions, and utilize money and other business operations. In carrying out such engagements, records are created (Joseph, 2012). Such records serve as evidence and trial of all activities, decisions and transactions that would have taken course. Ideally, when organizations are established they are expected to function with virtues such as fairness, transparency and accountability (good governance) (Palmer, 2000). Good governance is the way in which national resources are utilized in a manner that ensures the development of all aspects of the country. It is characterized by transparency, accountability, political legitimacy openness and rule of law (Willis, 2005). According to Sebina (2003:12), governance is "the process, the function and power of government. It is the exercise of executive, legislative and judicial power for the public and state leadership by the political – elective and administrative – statutory bodies". It is important to note that for these aspects to be achieved there is a need for evidence which is embedded in records or documents, hence the vitality of records management. Willis (2005) argued that good governance is a requirement for correct code of conduct, compliance with the legislation as well as to meet the expectations of those that are being led in any organization, and such can only be achieved by reflecting on records that are of value. In addition, Okello- Obura (2012) posited that records management is critical to governance, by serving as the vaccine to the disease "corruption". She further states that "By all standards, corruption can be viewed as a disease that needs to be treated. Unlike chronic diseases, corruption is treatable if government institutions or organizations are effectively functioning. However, government institutions cannot effectively function without efficient and effective records and information management" (Okello- Obura, 2012:2). This clearly emphasizes that records management is an enabler of good governance.

Wamukoya (2000) emphasized that organizations are expected to carry out duties and activities in a holistic manner that benefits the stakeholders and clientele to ensure harmony, growth and good reputation. This can be achieved through proper management of records which at the end are preserved and made accessible for inspection by the stakeholders and the public (Oliver et al., 2010). In order to attain proper records management, there is a need for accurately capturing and

processing of these, which ultimately grant equal access to authentic records, and this is often not the case with certain organizations (Cox & Wallace, 2002). Most organizations have not come to a realization that there is no way an organization could attain good governance without a sound records management program. Freda (2014:17) asserted that "many institutions go through woes in their administration such as shortage of funds, bills, debt, disagreements and even splits, which are attributed to poor records management keeping". She further added that problems often arise when no one takes responsibility for the actions and operations of the institution. Blewitt and Reynolds (2001) agreed that records management serves as a pivot that ensures checks and balances whereby all business activities are documented, paving the way for accountability, transparency and abiding by the rules of the land. According to Freda (2014:16), "most leaders believe problems emanate from poor general management such as financial mismanagement, but what they do not realize is that these problems are actually attributed to the lack of prioritizing records management as the centre of operations". Records management is the pillar that ensures that all decisions, past and present are documented, processed, stored, accessed and preserved in the same manner as they transpired paving way for accountability and transparency in the church. Willis (2005) argues that without prioritizing records management it is difficult to be aware of the status of the organization's compliance with the laws of the land, mandate and strategic forecast of the organization, establish financial status and question decisions and actions that had been taken. This is so because in order to assess status and hold leaders accountable, there is a need for evidence (facilitated by records) of all that had transpired.

According to Dikopoulou and Mihiotis (2012: 137), good governance is "broadly defined as the manner in which power is exercised in the management and utilization of a country's economic and social resources for national development". Dikopoulou and Mihiotis (2012) added that good governance includes elements such as accountability, transparency, participation, equity and inclusiveness, effectiveness and efficiency as well as rule of law. Ignorance of the significance of records management leads to a lack of transparency, inequality in processes, mistrusts, instability, fraud, maladministration, which leads to poor governance (Freda, 2014). Unfortunately records management and governance in organizations has attracted little attention in as far as research is concerned especially in developing countries (Lindberg, 2005). Freda (2014) concurred with Lindberg (2005) when he mentioned that often weak records management programs are a breeding space for corruption, maladministration and fraud. It is not unusual for stakeholders to

question decisions and administrative actions especially poor financial management which in most cases emanate from poor records keeping systems to track activities and decisions taken (Schenkelaars and Ahmad, 2004).

2.4 Records management in the church

2.4.1Importance of records management in the church

Changankary (2012:7) stated that churches nowadays are striving to attain organizational structures that would assist in the general management of the church and drive the mandate of the church, which could only be achieved when records keeping are put in place and put to practice. He stated that "In the present situation a new ecclesiastical office that of the finance officer of the major archiepiscopal Church, was created" (Changankary 2012:9). Despite the fact that little has been done regarding churches and good governance, scholars have mainly focus on all aspects relating to financial accountability and transparency in churches. This is because this area has been deemed to be the most controversial and where poor governance is often portrayed (Bosede, 2016).

Records management in churches serves as a trail or tracker of the finances of the church. Ozotambgo (2009: 27), observed that "the Catholic church deals with money to support its daily obligations and therefore requires sound controls that involve records keeping and financial controls in order to ensure good administration and attain financial accountability." In addition, records serve as a corporate memory of the church by documenting the past and present, which helps with future projections of the church (Freda, 2014). Ngoepe and Ngulube (2014) indicated that records management is important in churches as it ensures that there is continuity in the church administration as information continues to flow even in the event those in power change and new management takes over. Lastly records management in the church is needed to fulfil legal obligations. Records management enables the church to comply with laws or legal bodies (Registrar of Societies in the case of Botswana). Records management ensures that the church upholds and adheres to principles of human rights by examining the mandate and operations of the church by official bodies designated to monitor church operations and in this case, is the registrar of societies in Botswana. Dikopoulou and Mihiotis (2012) concurs with the view that it is only when records are managed in an effective and accurate manner that relevant bodies could asses operations of churches.

2.4.2 Practices of records management in the church

Bosede (2016) indicated that there are various records management practices that a Church is engaged in. These include the creation, maintenance, ease of access, use, preservation and final disposal of the records. Records created or received in a church include financial reports, membership reports, meeting minutes, circulars, newsletters, policies or legislation, manuals, invoices, business plans, brochures, and activity progress reports (Matasio, 2017). Church activities that lead to the creation of records include: church construction projects, seminars or workshops, yearly meetings, youth group programmes, women group programmes, men group programmes, self-help groups, agricultural activities (farming for cash and subsistence crops), church income generation projects/businesses, and environmental conservation activities (planting trees and grass). Matasio (2017) concluded that churches create and receive large amounts of records which need proper management in order to enhance the strategic decision making of their operations.

According to Cohen (2011), the management of records in churches is influenced by the leaders. Cohen (2011) argued that often leaders influence what should serve as records and what should not. It is not only church authorities who determine the records but also families who are categorized as the premier who also contribute on the final say of what serves as records. Both the authorities and the premier families may choose to withhold certain information or even alter evidence to suit their personal benefit. This impacts' negatively on records management as such altered records would not in any way represent and serve as a true reflection of what had transpired. The manipulation of church records also compromises the integrity, reliability and accuracy of the records, consequently leading to poor governance within the church.

Every church has a set of laws that govern its operations. It is common for churches to have restrictions on what information the church should give out to the public domain (Bosede, 2016). Regulatory bodies are entitled to knowledge on church affairs, however, at times, this is not feasible due to confidential issues as per the constitution of the church. Restrictions on access to church information impede on proper records management (Crookston, 2011). For instance, the Catholic Church from its inception does not hide the fact that it is supposed to have confidential archives (Cafardi, 1993). Such archives are only accessed by those authorized especially within the spiritual leadership. Scholars such as Cafardi (1993) and Crookston (2011) concur on this,

arguing that, in as much as records management is concerned with proper handling of records to ensure continuous access, they are aware of privacy and confidentiality issues, which can perhaps be incriminating to the church. The confidential and privacy issues are even supported by ISO 15489 (2016) which states that "every organization is entitled to withholding certain information from the public domain for privacy and confidentiality purposes".

Withholding information from the public disadvantages the society from holding the church accountable for its actions. Categorization of archives as private and secret is often subjective to those dealing with records. Churches may decide to withhold information that is not supposed to be withheld from the public, which then impedes on the area of transparency within the church. Cafardi (1993) lamented that within the Catholic Church.

> There is a rule that all dioceses are to maintain secret archives, completely shut off and
>
> sealed. There are very strict rules about accessing these archives and only "the diocesan
>
> Bishop or the apostolic administrator of the diocese in the absence of a bishop" can have
>
> access to these records. What is contained in these secret archives are:
>
> (1) Acts of criminal cases which concern matters of morals
>
> (2) The register of secret marriages
>
> (3) Matrimonial dispensations in the non-sacramental internal forum
>
> (4) Dispensation from impediment to orders
>
> (5) Documents concerning loss of the clerical state
>
> (6) Decrees of dismissal from religious institutes
>
> (7) Document selected by the bishop in order to prevent scandal or damage to
>
> someone's good name (including priest personnel files) (Cafardi, 1993:98).

This crucially shows how certain information is supposed to be kept private and withheld from the public domain as per the Canon law. Despite the respect for privacy and confidentiality, withholding information to stakeholders (congregation) impedes on the most important aspect of records management which is access to information. Privacy, to some extent, impedes on

transparency as congregants will not be having access to such records, depriving them of knowledge regarding operations of the church. This often leads to poor governance within the church.

Storage of records in the church is another records management practice found in the church. A review of the literature indicates that the vast majority of churches lack storage facilities for records (Bosede, 2016). Often records are held in small cupboards that do not have sufficient security and protection. Young (2018) indicated that churches in most developing countries are reluctant to cultivate a culture of records keeping and they even fail to allocate an area to keep and secure their records. He further explained that if the church was to have records or information corner, it would be in no appropriate manner to accommodate and safeguard such resources.

Bayane (2012) observed that most of the churches in Botswana lacked fully-fledged records unit that is equipped to house and preserve church records. He added that the records rooms or centres are created without a guideline of how the records room should be organized. Bayane (2012:9) reported that "The storage places are inadequate and unsuitable for the materials as they do not offer safe and secure environment. Some churches have experienced splits, resulting in the inevitable loss and misplacement of the records, with some ending up in private hands as is the case of the Body Church of Jesus Christ church." Moreover, where there are records rooms, the security of such rooms do not meet the minimum requirements for securing the records. This is contrary to the expectations of records management governing bodies. ISO 15489 (2016) recommends that records rooms or centres should be fully furnished to prolong the life of records in order to enable continuing accessibility. It should also be safeguarded from theft, loss, deterioration and destruction. However, only a small percentage of churches in developing countries, especially in the East and Southern African region have developed adequate storage areas for church records (Ngoepe and Ngulube, 2014). In those churches where the storage facilities are available, these are often dilapidated, with poor lighting and air conditioning, with records dumped in a haphazard way making it very difficult for users to access the information they need (Saerang, 2003).

2.4.3 Challenges of records management in the church

Challenges are factors that may make it difficult to achieve a particular goal. On the other hand, barriers are issues that prevent proper records management of records. Studies have shown that different aspects that affect records management in churches either directly or indirectly can pose as hindrance to the proper management of records. Mwangangi (2013) indicated that one of the contributing factors are the policies that are supposed to promote the management of information among organizations. She argued that these policies are extremely weak and some almost in appropriate. She highlighted that such a weakness promotes discrepancies within organizations especially civil society organizations like churches, as they are not fully conforming to the legal requirements of records management which could be assisting them to improve their practices in records. Oliver et al. (2010:43) supported this line of thought stating that "Paucity in the Acts regarding documentation and information management is the root of vague transparency within institutions".This clearly implies that without mechanisms in place to influence the churches to comply with credible records management for legal requirements, records management shall remain as an oversight overlooked in church priorities.

Blewitt and Reynolds (2001) indicated that where there is a policy or law that governs the operations of the church, often such a law is weak because we continue hearing more and more emerging issues regarding lack of fairness and accountability in churches. In addition, such laws only become visible when the church really goes into serious problems such as fraud and money laundering, where the media surfaces the stories (Sumners, 2012). If the governments would enforce policies and laws regarding protection of records relating to churches, then the issues of fraud would be minimized hence promoting accountability and transparency.

In addition, Ngoepe and Ngulube (2014) stated that in all the African Independent Churches (AICs), there were no documented policies or strategies for creation, management and preservation of records. Therefore, records generated are kept and disposed at the discretion of the bishops, which is contrary to the standards of records management. Destroying records without a retention schedule pose threats to the continuity of operations of the church. Retention schedules stipulate the duration of keeping records and clearly states the value of such records to the organization. It also indicates when and how the records are to be disposed off. So not abiding by

the guidelines of the retention schedules can lead to loss of valuable information which could never be retrieved again.

The lack of trained personnel to manage church records and information management is another challenge to credible records management. Personnel who lack adequate skills in records management pose a serious threat to records as they are not aware of what needs to be done, when and how. In addition to the lack of trained personnel to manage church records, Cook (2005) cited lack of leadership buy-in as a contributing factor to the negligence of records management in organizations. He added that other fields that are of interest to the leadership seem to be having utmost recognition while records management is overlooked. He challenges those responsible for documentation to strategize in order to attain maximum leadership recognition of records management. Church thus need personnel with secretarial and records keeping positions to lobby and promote records management to be recognized and prioritized as the pillar of good governance and positive repute within the church.

Matasio (2017) cited the use of traditional methods in managing the records which are ineffective, an observation that was also confirmed by church officials. She mentioned that there was no consistency and security as they could be kept at Bishop's house or even at the committee members' houses. With the world evolving, traditional methods are no longer feasible for records management. Records are supposed to be kept in a well-designed room with appropriate temperatures to be active or accessible and useable for a long time. Therefore it is important for churches to comprehend bout and embrace various technological advancements that enhance proper records management. Challenges with using traditional records keeping is the inconsistency of records management, security of the records, unfavourable storage conditions as well as unreliable accessibility to the records.

Corruption by Church leaders is another impediment to records management. Corruption is the root of most of the challenges of records keeping in churches. Crookston (2011) indicated that often those in leadership are aware of the significance of records management to the church, but choose to turn a blind eye. Cohen (2011:4097) also stated that "leaders know the function of a records unit and decide to side-line such an aspect in order to brew and protect the corruption they engage in". They do so by allocating little or even nothing to the resourcing and providing the infrastructure required to establish a fully-fledged records unit. Saerang (2003) concurred with

Crookston (2011) and Cohen (2011) when he mentioned that in developing countries, church authorities keep away evidence especially that relating to financial transactions for their personal considerations. Corruption often breeds in a leadership that does not support proper records management to ensure that this poor records management becomes a conducive environment for corrupt practices without detection. This in many occasions influence poor governance, as evidence is tampered with and tools of managing such records will not be available, hindering credible records management.

2.5 Church and good governance

From the early ages, elements of good governance have been neglected due to the assumed sacred nature of the church (Ojua 2016). Churches are perceived to be institutions of morality and community support. They are also perceived to possess utmost righteousness and good governance hence accounting and transparency areas have never been discussed. This is emphasized by Gathuki (2015:1) as he indicated that, "for many years since the inception of the church, considerations towards putting measures in place towards promoting good governance have not been discussed to length". Furthermore, studies conducted by scholars such as Gathuki (2015) and Ojua (2016) have shown that from the inception of the church, there were no formal and administrative structures for keeping church records. This was due to the fact that churches were perceived to be spiritual bodies guided by faith and therefore putting in place administrative structures would seem to devalue the trust and righteousness within the church.

Recently churches have grown in terms of membership and expectation due to global changes and legal expectations. Changankary (2012) indicated that churches have witnessed a revolution by attracting members from various facets of life. Various members have differing expectations besides nurturing spirituality in the church. Contemporary members are now concerned with proper administrative structures that will enable the efficiency of service delivery within their respective churches. Such structures according to Young (2018), include aspects of financial accountability, the role of the congregation, transparency in the dissemination of church information as well as fairness in access to such information, which all depend on credible records keeping practices in order to attain to good governance. These new expectations thus require the management of records to provide evidence of all actions and decisions made.

Similarly, church leaders are also held accountable by members of the church to ensure all church activities adhere to set rules and regulations.

Saerang (2003) indicated that the financial affairs of the church are sensitive as they can break or make the church. He went on to state that lack of transparency and accountability regarding financial aspects can lead to mistrust and conflicts within the church and therefore it has to be given utmost attention. Mistrusts occur when there is a failure to provide sound evidence and justification for decisions and transactions made, which all depend on proper records management. Ojua (2016:241) observed that "the ancient belief in sacred trusts has led to negligence in development and application of financial controls within churches which usually influence scandals of fraud". Such financial controls relate to copies of transactions, tracking tools, authorization procedures and authentication controls that would monitor every transaction and provide details of the action personnel. All these attribute to records security. Saerang (2003) went on to show that the church has a large population which can be a source of financial injection which can come through various ways such as tithes and donations, hence the need to n to implement financial records controls. Saerang (2003) added that in order to cultivate trust with the followers as they are more concerned with accountability of the money they bring into the church, there is a need for financial controls to be implemented. In addition to this, it becomes easy to monitor the misuse of funds with financial controls.

Ozotambgo (2009) on the other hand, indicated that in order to attain financial accountability and transparency in the church, there ought to be sound records keeping. Financial controls according to Freda (2014), Ojua (2016) and Young (2018), comprise of records keeping as it traces all financial transactions and provides information on the authorizing or action personnel. Ozotambgo (2009) states that the Catholic church like any church has a role of nurturing spirituality of the society and it does this by engaging in various activities that require the use of money. This means that there is a need to set up and implement a system that manages these transactions. The system will have validations that reduce instances of misuse of church funds and fraud in general. Young (2018:47) stated that "There arises the need for the church to keep track of its financial operations, this helps form an adage for it to control its income against its expenditure". Sumners (2012) emphasized the need for churches to adopt corporate structures in as far as the administration is concerned so that issues of the disappearance of large amounts of

church money, vital membership information and leaking of church confidential information without any accountability are minimized or even avoided. Sumners (2012:97) added that "Financial systems are subsystems in a business organization whose responsibility is to ensure that business transactions are recorded in proper books of accounting on the basis of recognized accounting practice, analysed, interpreted and presented to the users of accounting information". This shows that these elements are geared towards curbing and reducing financial misuse which when not implemented could eventually lead to loss of trust from the congregants.

On another note, one silent area that often permits poor governance within the church is the fact that the law has little input on the administration of faith-based organizations. The legality aspect of the government does not grant direct control of the financial management of the church. The government is often lenient on the assessment of financial status of churches and does little implementation of legal frameworks on the internal affairs of the churches, such as tracking fund utilization (Bosede, 2016). This gives those with wayward ideas opportunity to trick church administration and congregation and end up devaluing the structures and reputation of the church. The government has only minimal interference regarding legal elements such as abiding by the registration of societies rules. Young (2018) indicated that government and its agencies are unable to intervene in fraud instances within churches, therefore, creating a gap that cannot be addressed yet affecting communities. Young (2018:45) indicated that "Only 2% of the ACFE cases were in religious and non-profit organizations, but this is due to the scope of the typical Certified Fraud Examiner (CFE). Most CFEs do not serve religious and non-profit organizations".

Another problem with governance in the church is the fact that records' keeping is influenced by the leadership and elite members. Paisey and Paisey (2011:590) observed that "The clergymen were said to have held power by controlling what was to be recorded and how. The elite had a say in this process too as they were able to manipulate the records and use them for their own benefit but did so in a very discreet way". This implies that good governance in churches has a long way to go. For instance, in the Catholic Church, the priests or church administrator by virtue of their position and as per the church doctrine, have control in what becomes church archives. This compromises efforts geared towards proper records management and governance as the records would be indicating an inaccurate trace of all that transpired, leading to poor governance.

However, if there is a trained records personnel, they could work together with the priest to collectively decide on what is to become and serve as the church records.

Cafardi (1993) looked into the records keeping in the Catholic denomination. His findings established that it is very difficult to assess any practices as well as governance because the Catholic church as a whole believes in the creation of private archives that are handled by their spiritual leaders (parish priest, bishop of diocese administrator), which to some point impedes on good governance. Vea (2013:32) advised that "it is high time spiritual leaders such as the priest, disassociate themselves with the general running or administration of the church and leave it to qualified congregants or non-members who will focus on the running of the church logistics on a full-time basis". For instance, the church could employ a full-time records' keeping personnel with expertise to mend and manage the records and information centre of the church. This could be a positive factor towards accountability and transparency in that the decisions and transactions would be recorded accordingly. It could also help track responsibility actions, as per the agreement of the employment contract. Having trained records personnel manage church records will minimize the interference of leadership on what serves as records.

Vea (2018:32) concurs with the view by Prime Minister of Samoa stating that "church ministers must stay away from managing the finances and other administrative duties of their church and ought to leave it to the followers in their congregation who are qualified at doing so. Current Church leaders and aspiring future ones must understand and embrace the principles of good governance such as transparency and accountability as an imperative to uphold". Failure to separate powers in the church administration can result in heightened mismanagement of funds, weak records keeping practices and poor church governance. Absolute control of leaders on what is to be kept as records often cultivate manipulation of records which devalues the integrity and authenticity of records. The result of such is definitely poor governance (Young, 2018).

In brief, good governance in the church ought to be the goal of the church as it brings about trust, commitment and togetherness in nurturing and developing the church mandate. However to attain good governance all components of transparency need to be implemented to prevent church issues of fraud and maladministration within the church as well as unnecessary conflicts within the congregation. It is important to note that there is no way good governance can be attained without records management, the two concepts are inseparable.

2.6 Empirical studies on the church and records management

The following studies are a summary of works on records management, church records and good governance. These studies are global studies conducted to unearth mainly records management in churches and the role records play in promoting good governance in churches. The main findings of these works indicate that most churches are aware of the significance of records keeping. Church leaders gear efforts towards effective records keeping but are not acquainted with the significance of records management on attaining good governance. Nonetheless, scholars indicated the possible reasons from their respective studies, as to why churches are not versatile in promoting absolute records management. Thus the following are different perspectives of scholars of records management, the church and good governance.

Sumners (2012) indicated that there was less focus on records management and the church. His study showed that there are no efforts by the church leadership to implement sound records management. He added that often records management come into recognition when there are problems that require evidence from documents. A study conducted by Sumners (2012) was focused on establishing the knowledge, perceptions and attitudes of stakeholders regarding church records and it relates to the objectives of the research study, whereby the research was keen to establish knowledge of records management from the participants of the study.

In addition, Bergon (1999) and Sumners (2012) state that church archives provide critical information on church policies and statements that can be useful in strategic missions and goals. They added that with properly managed records, the church leadership and congregants are able to appreciate the history of the church, which facilitates present and future projections of the church. Their study is relevant to this research, especially in aspects of soliciting the significance of records management in the church from the respondents. However, in their study, Bergon (1999) and Sumners (2012) failed to clearly provide ways of establishing records management policies that would be aligned to the church.

Thornborow (2007) also noted that the Religious Society of Friends Church deserved to be applauded as it had put in place structures for managing its records. The findings of the study also indicated that the responsibilities of records management were awarded to the most relevant churchgoers. This may be true, however the effectiveness of their records management systems may be circumstantial. This study may have been conducted in a church that is well resourced. In

addition, the study may be conducted in a developed country hence the church's ability to attain absolute records management.

A study by Changankary (2012) showed that the CCEO of the Catholic Church in India, formulates the duty of the administrators to render a public statement of accounts concerning the goods donated to the Church (CCEO, c. 1031 §2). Thus, CCEO expects the finance officer to be accountable to the synodal structures of the major archiepiscopal Church. In reference to the acquisition of goods, CCEO prescribes that the intentions of the donor are to be respected (CCEO, c. 1016 §1): if the funds were raised for certain purposes, the donors have the right to know what has been done with their contribution. In regard to transparency of the actions of administrator, the finance officer is expected to rendering the annual report to the permanent synod, verifying the inventory, updating of the inventory, obtaining of the written consent of the competent authority for the acts which exceed the limits and manner of ordinary administration and seeking consent from the competent authority for the alienation of ecclesiastical goods. These activities and obligations are done to ensure transparency and accountability as well as ensure abidance with the rule of law. This study is important as it outlines efforts made by the Catholic Church, to prioritise records keeping as they are aware of its significance in order to attain financial accountability and transparency within the church.

Nonetheless, the study did not stipulate as to whether they publish their financial reports or audits to the congregation for transparency purposes.

In her study, on preventing fraud in churches Young (2018), indicated that churches do not have financial controls which often impacts on financial accountability, leading to cases of fraud or mal-administration of church funds. She went on to elaborate on the effects of such, as being mistrust by followers as well as destroying the mandate and reputation of the church. These findings depict the status of most churches regarding financial accountability as most of the literature has indicated that most churches are not quite acquainted with financial controls. Moreover, Young (2018)'s study provides the effects of not adopting financial controls, which lead to a failure of accountability and poor governance.

In Canada, Tough (2012) attributed poor record-keeping practices in the Anglican, Baptist and United churches to the shortage of skilled personnel. Tough (2012) observed that, personnel in charge of the records management functions were inexperienced. Tough (2012) also observed that

the available records management personnel are usually part-time office staff whose potential skills are not fully utilized. This poses a great challenge to the efforts of bringing about operational efficiency in church transactions. These findings are relevant to this research as they provide an overview of issues of unqualified and untrained personnel who are often given the responsibility of running the church records centre. This has proven to be one of the biggest challenges hindering records management and also good governance in churches as the responsibility of records management is placed on the wrong hand.

Baron (2004) reported that the existence of autonomous administrative structures in churches creates difficulties in the collection and preservation of church records solely within the confines of church buildings. Similarly, McCarthy (2004) observed that the location of church records remains a challenge due to the lack of central religious repositories. In most cases when churches close or amalgamate, records are maintained in the homes of various church members who served voluntarily in various positions as committee chair, secretary or treasurer. Baron (2004) and McCarthy (2004) concur that most of the church records are considered personal assets to be kept in the homes of the leaders rather than corporate assets to be maintained within the church buildings or designated depositories which often lead to loss of important church heritage. These findings depict challenges that hinder proper records management in churches and can impede on the efforts to good governance. For instance, if the records are placed at homes, they can be tampered with leading to loss of their integrity and authenticity. Moreover this also hinders easy retrieval and access to records by stakeholders.

2.6.1 Records management and churches in Africa

The following are studies on records management, the church and governance. These studies outline the significance, challenges, and practices of records management in churches, within the Africa region. They are as follows:

Ngoepe and Ngulube (2014) conducted a study that investigated the strategies and practices for preservation and accessing records of the African Independent Churches (AICs) in South Africa. They argued that church archives hold information that is useful in times of litigation, ascertaining membership, anniversary celebrations, and tracing family genealogy. This simply outlines the various benefit of records management in churches. Ngoepe and Ngulube (2014) posited that African churches do not have credible records keeping programs in place. They

specifically looked at the African Independent churches. Ngoepe and Ngulube (2014) observed that the lack of records management has resulted in some churches splitting due to failure to provide sufficient evidence on the succession plan. These succession battles came to surface after the death of founding figures which brewed confusion on the rightful successor. When records are managed well, such instances are minimal as it would be clear for the congregation to know who is next in line of leadership. They further indicated that such churches rely deeply on oral communication than documenting decisions and actions to be taken. Of course oral communication can be acknowledged, however issues such as distortion often lessen the credibility of the information, hence the need for documenting and safely placing those decisions and actions for evidential and referential purposes.

In addition, Ngoepe and Ngulube (2014) mentioned that there were little recognition and commitment to proper records management in the church. Leadership in the church showed little priority and understanding of the efficiency of records management to church operations, hence no intention to improve the poor state of records in the church. Ngoepe and Ngulube (2014), revealed that no AICs understudy had established an archives repository for the storage of records. Only one church had a room dedicated for the storage of records. Most records were kept in arch lever files. Furthermore, each member of the executive council had an office at headquarters where they kept their files. This particular AIC seemed to be well-organized compared to others as it even had all financial records in order. Furthermore, Ngoepe and Ngulube (2014) indicated that since other AICs had no archives storage, church records were thus kept at the bishop's home. In some instances, church records such as photographs and audio landed in the wrong hands of some individuals, as a result of poor records management. This unauthorised and unregulated access to church records can incriminate the church. The oldest records found in the church dated back to the 1940s and were mostly estate papers of the church founder. In addition to estate papers, the church register dating to 1928 and constitutions for the years 1940 and 1960.

There was also a church receipt issued for a member indicating contribution for tithing that dated 1918. The findings above indicate that a lot has not been done to save the collective memory of the church hence contradicting dates of the church records and activities. Ngoepe and Ngulube (2014) further indicated that none of the AICs had an archivist or records manager. The responsibility of managing records in one of the AICs was assigned to volunteers who come to

the church for a while and reside in the church premises for free. Others indicated that whoever created the record was responsible for its safeguarding.

Regarding policies and strategies for preservation of and access to records, Ngoepe and Ngulube (2014), indicated that in all the AICs there were no documented policies or strategies for the creation, management and preservation of records. Therefore, records generated were kept and disposed at the discretion of the bishops. They added that accessibility of records as per records management principles was not practiced in AICs, as well as no arrangement methods of records. Ngoepe and Ngulube (2014) added that the one tasked with records keeping, handled such records in their own, without any guiding tool. Furthermore, no AICs had established a Promotion of Access to Information Act (PAIA) programme and as a result the members of the church did not have access to records, which is contrary to the purpose of records management. Finally, Ngoepe and Ngulube (2014) observed that accessibility of church records was limited to the chosen few such as church council members and auditors of the church. This is contrary to the expectations of international bodies that advocate for a comprehensive records management program that includes access to such records by those concerned. This study conducted by Ngoepe and Ngulube (2014), summarises the challenges that impede on proper records management within the churches.

Bayane (2012) in a study on records management practices among churches in Botswana reported that members of churches are aware of records keeping in churches and that the state of records keeping was very weak. He noted that most churches in Botswana did not have a records room specifically designed to house records and other information resources. His study identified a wide variety of churches archives which were not stored and preserved appropriately. He observed that large volumes of records were stored in containers, housed in unsuitable rooms with uncontrolled temperatures and handled by personnel who lacked an understanding of preservation techniques. Bayane (2012) also established that there was the loss, irrevocable damage, misplacement and physical deterioration of most of the church records. As a result of no preservation and security measures, church archives are inaccessible and are prone to deterioration and loss. Basically, Bayane (2012) highlights the challenges that churches face that hinder proper records management.

Lwabi (2011) in his study on the Management of Church Records at the Botswana Union of the Seventh Day Adventist Church Gaborone, stated that in the midst of all activities and business transactions executed in organizations, records are generated. These records represent the past, present and future life of the church (activities and members). Lwabi (2011) explained that church information requires comprehensive and systematic management such as the creation, use, handling, dissemination, storage and disposition (which can either be destroying of records or archival (through appraisal). Finally, Lwabi (2011) indicated that it is through proper records management that information needed for official use (by government officials) pertaining to certain individuals could be easily retrieved and obtained from churches as they keep detailed personal information of its members as archival materials.

Ozotambgo (2009) in his study of Financial Record Keeping In Religious Organizations: A Case Study of Catholic Church in Enugu Diocese (in Nigeria), observed that the church kept proper record of its accounts and that there were accountability and responsibility whereby every member of the finance council had to give an account of the money entrusted to him. His study also showed that the church made a yearly budget before expenses were incurred and that authorization and control of church expenditure was vested on the management team.

Garaba (2013) conducted a survey in South Africa, titled: Collection stewardship constrained by resources: The management in religious archives in Pietermaritzburg, KwaZulu-Natal. The study was conducted to establish practices in the religious archival repositories. Its aim was to advocate for the development, prioritisation and improvement of religious archives repositories. He believed that with those storage areas meant for religious archives, collection from churches will be protected and preserved for future use. However, findings from his study revealed the poor state of religious archives in Pietermaritzburg due to acute underfunding that threatens the survival of the records. In addition, his study showed that disaster preparedness was focused on personnel evacuation and did not address the protection of the collection. This challenge shows that in those repositories, collection memory could be easily lost. Moreover, this problem is not unique to the study conducted by Garaba (2013), as it is common with most churches in Africa.

Lukhaimane, Oosthuizen and Hexham (1991) agreed with Bayane (2012) that in realizing that oral tradition was the preferred method of passing information from one generation to another as compared to written words. Many AICs have practiced this tradition since the inception of many

of them. This can be attributed to the fact that in the past, the majority of members of AICs were illiterate. Lukhaimane et al. (1991) even mentioned that in one AIC the constitution was available but members were not aware of it. However, his study observed that participants admitted that information is sometimes distorted when it is not recorded. This is a challenge that often brews failure to account for decisions and loss of valuable evidential information.

Matasio (2017) conducted a study on Friends of Church in Kenya with the aim of establishing records management practices in the church. The study discovered that records created or received by the Friends Church in Kenya were not properly managed. Her study attributed this to the lack of an electronic records management system, inadequate qualified personnel to manage records, inaccessible records, lack of fire protected cabinets and poor leadership among others. These factors contributed to time wastage in churches, conflicts, overspending on various church activities, unproductivity, loss of file(s) that contain vital information and poor organization, and some committed church members left the church. These often lead to a lack of quality in service delivery and litigation. This study basically outlined the challenges they face when trying to attain effective records management. Her study also provided the impact of these challenges if not addressed.

2.7 Theoretical Framework

Records and information go through a life cycle which depicts the life span of a record from its creation until disposition. The life cycle serves as a tool that guides how records are to be handled as they go through their existence stages. These are phases that records go through in order to serve a valuable purpose. These phases include creation, use, storage and disposition. Creation refers to the birth of records which could be created internally or received from external sources (Sprehe, 2002). The records then go into their useable stage which also involves their maintenance. These can be active records that are used frequently or semi-active which are used occasionally as the need arises (Oliver et al, 2010). The last stage is the disposition which is whereby records are either transferred to the archival storage or disposed off by destruction depending on their archival value from the process of appraisal (Shepherd & Yeo, 2003). The records life cycle acts as a basis for designing and implementing a records management program as it provides requirements to the organization's needs at every stage of the cycle. The records life cycle enables records managers to determine the archival value of records for preservation

purposes. The cycle also helps to eliminate the keeping of inactive records, which saves storage space and make retrieval of records easy. The problem is that the life cycle model is mainly used for paper records, leaving out other records captured in different formats.

In addition, there is the records continuum which is similar to the life cycle in which recordkeeping activities take place from before the records are created by identifying recordkeeping requirements in policies, systems, organizations, processes, laws, social mandates. These impact on what is created and how it is managed over space-time and it is commonly used as a guide for managing electronic records. The continuum model is designed to guide the management of electronic records. With the continuum model, the records go through all process of creation, maintenance and use and disposition. These processes occur simultaneously. Its advantages include easy retrieval and sharing or access to the records. This model also comes with shortfalls such as compromise in the authenticity and integrity of records as they could be accessed by unauthorised people, who could alter the content. Another shortfall is the reliability of records, as their accessibility is dependent on availability of electricity and other electronic equipment. The researcher does not dispute the significance of these models. However, the researcher aimed at adopting a model that is encompassing of all formats of records , hence the selection of ISO 15489. This framework was used for this study is from the International Organization for Standardization (ISO 15489). It is designed for information, documentation and records management.

According to Joseph (2012), ISO 15489 is a globally recognized framework that provides direction to the creation, use, dissemination, maintenance and preservation of information or records in order to ensure quality and continuing access to such records. This framework provides "checks and balances" towards the management of vital information. Joseph (2012) asserted that this standard has enabled organizations to map their future and ensure productivity by outlining guidelines on records management principles and practices. Weinstein (2005:26) discussed the significance of ISO 15489 as an internationally accepted standard, arguing that "Internationally, 15489 was endorsed by the United States National Archives and Records Administration (NARA) and has been internationally accepted and used as a best practice standard in the US, the UK, France, Jamaica, Australia and New Zealand. The 2009 Cohasset survey reported that 47 percent

of records and archives professionals cited the ISO 15489 as their primary source of guidance to determine their organization's RM requirements and practices".

It is important to note that ISO 15489 (2016) is constituted by two components which are categorized as Part 1 and Part 2. These two parts are devoted to records management (Crockett and Foster, 2004:48). Part 1 is the Concepts and Principles, which was formerly known as the general (ISO 15489, 200l). It provides guidelines for the development of an approach on the creation, capture and management of records. It entails the adoption of a records management system for an organization of any nature. Part 2 is the technical implementation of a records management system. However, this study will only adopt and apply part 1 of IS0 15489 (2016). This part (concepts and principles) basically provides guidelines for establishing a sound records management system. Part 1 is often adopted by organizations that begin a journey to establish an effective and efficient records management system. It is meant for "beginners", who have just begun to recognise records management and at the establishment or at the elementary stage of employing a records management system. Part 1 is made up of the concepts and principles regarding metadata of records (information regarding records held). It also outlines the policies that guide records management in order to align them to the mandate of the organization. Furthermore, Part 1 provides guidance on the policies that govern records management and clear stipulation of details of each guideline within the policy. It also facilitates the identification of records requirements (what is to be captured as records and managed) as well as the setting of records controls (putting in place mechanisms in place to ensure proper authorization and procedure in as far as access and handling of files, documents and records are concerned).

Crockett and Foster (2004) stated that ISO 15489-1 (2016) emphasizes the need to assign responsibilities to the relevant people who are versatile with records management. The standard identifies the processes needed for the capturing, creation and managing of records regardless of the records format. Furthermore ISO 15489(2016), speaks to the need to provide and apply mechanisms to safeguard and preserve the collective memory. It simply addresses the issue of security that needs to be 'top-notch' to prevent deterioration and loss of records as well as security to guard against unauthorized access to the records. Furthermore, ISO 15489-1(2016) deals with compliance, with legislation, principles and guidelines of records management. The selection of ISO 15489 (2016) as the framework for this study enabled the researcher to measure

how well records management is being harnessed in organizations and in this case, St Bernadette Catholic Church. Moreover, ISO 15489 (2016) has been hailed for its flexibility to accommodate new technologies such as electronic document and records management systems as well as web 2.0 technologies. Joseph (2012:60) argued that ISO 15489-1 serves as a framework of what is required when an institution embarks on developing records management projects.

2.8 Relevance of ISO 15489- 2016 to the study

The first objective which involves the beneficial aspect of managing records in the church is covered by Part 1 of the standard. It identifies the reasons why records management is crucial to the functionality of the church. It relates to the fact that awareness is needed to ensure that stakeholders are aware of the significance of records management. The second objective is about the records management practices in the church. It addresses all the necessary practices that ought to be carried out regarding records keeping. This is so because this component addresses the ideal activities, procedures and processes that ought to be undertaken when managing records. It involves the person who creates the records, the authorized stakeholders granted access rights and finally how the in-active records undergo disposal which can either be destroyed or archived if the records are of continuous value. The third objective is about the challenges that impede on records management in churches. It is helpful to understand these challenges in order to map a way forward to develop a stratagem in line with ISO 15489 (2016), to produce a fully-fledged records management system that would facilitate proper records keeping, access and preservation of records in the church. In addition, the General component also addresses issues of compliance, in the sense that there is a need for the church to abide by all regulations that govern the church and thus requiring records management.

The last objective provides the link between records management and good governance. It shows that there can never be good governance without valuable evidence of business activities. Such valuable evidence can be achieved through the comprehension of principles and policies that govern the management of such valuable organizational information. A good grasp of policies on records management enables organizations such as churches to apply these policies and guidelines in a comprehensive manner, to facilitate, enhance and ensure accountability, transparency and compliance. Without records management, there can never be good governance.

Hence the need to assign qualified personnel to use appropriate tools (classification tools, retention schedules) and finally to be able to provide records audits.

2.9 Conclusion

This chapter reviewed the literature regarding the management of church records and good governance. The researcher divided it into thematic areas that are objective oriented which enabled her to explore various dimensions of records management. The chapter discussed in detail the theoretical framework which gives direction to the study. ISO 15489 (2016) is the framework that was adopted for the study as it is a globally accepted and recommended code of practice in as far as information, documentation and records management is concerned. It simply provides guidelines on the management of organizational information of any calibre. It further addresses the application of such guidelines or principles in a more practical manner to enable records keepers or managers to easily apply such. From the literature review, the researcher observed various components that make up good governance. She further established that in order to fulfil such components, reliable and accurate records need to be available at all times. The chapter then established that various scholars found that records management promotes good governance, especially in the church where it is the expectation to have utmost transparency, accountability and compliance to maintain reputation and trust from congregants and the society. In the end, the researcher concludes this chapter by stating that records management and good governance are inseparable, therefore the need for churches to establish and implement credible records keeping systems that will enable continuous access for the whole existence of the church into the future.

3.0 CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used to collect data on the study. Research methodology is defined as a systematic way of obtaining and organizing research in its logical sequence (Flick, 2015). Rahi (2017) views the research methodology as techniques used by the researcher to study a particular problem. A Methodology is a very important component in research because it explains how information relevant to the research is gathered, obtained, organized and analysed in order to achieve the objectives of the research study (Flick, 2015). This chapter discusses the research design, the population of the study, research paradigm, data collection methods and data analysis techniques. Lastly, the chapter discusses the validity and reliability of the data collection instruments, as well as the ethical issues that were taken into consideration while conducting the research.

3.2 Research paradigm

A paradigm refers to a perspective or a point of view of a particular situation (Adomi, 2011). In this case study, the research paradigm that was adopted is the interpretive paradigm. According to Rober (2009), an interpretive study tends to bring out complex and comprehensive data. This research paradigm was selected to unearth the interaction, perception and attitude of relevant stakeholders (church members and authorities) regarding the inseparability of good governance and records management within St Bernadette Catholic church. The interpretive research employs a variety of methodological approaches which aid in obtaining in-depth information, which is held implicitly by the respondents.

This paradigm correlates with qualitative research in the common goal of unearthing realistic in depth description of facts held by the members of the congregation. Interpretive paradigm enabled the researcher to go deeper in obtaining concrete responses by probing the respondents (further or follow up questioning). It allowed the researcher to acquire firsthand information during interactions with the respondents. The tacit knowledge acquired aided in further understanding the role of records keeping in the promotion of good governance within the church.

3.3 Research Design

A case study approach was used in this study. Case study refers to a research method that involves a detailed investigation of an individual or group, depending on the context at the given time (Rober, 2009). It is a suitable research strategy as it allowed for the investigation of the phenomenon within its real life-context. Case studies normally rely on theoretical propositions which shape the whole research study. In addition case studies are employed when researchers seek to identify and assess any situation in its current state, which aids in bringing out valuable and concrete information.

3.4 Study Area

This study was conducted at St Bernadette Catholic church, in Gaborone West, Botswana. The Church was established in 1992. It has a fellowship of over 200 members. The reason for the selection of this church was due to the fact that St Bernadette was the only church that was willing to grant the researcher permission to carry out a study on the topic "The role of records management in promoting good governance in a church".

3.5 Population of the study

The population of the study included 329 respondents, who were purposively selected from the church. The population of the study included priests, brothers, parish chairperson, treasury office, secretaries and randomly selected church members. The section that follows provides a detailed discussion of the criteria that was used in selecting the respondents for the study.

3.6 Sampling Technique

The sampling technique that was used was purposive sampling with more focus on stakeholder purposive sampling. According to Denzin and Lincoln (2000: 101), purposive sampling is referred to as a "judgmental, selective or subjective sampling and is a type of non-probability sampling technique". This type of sampling normally is tied to research objectives where one is interested in finding out perceptions and abilities of the concerned parties. In addition, this

technique ensured that only stakeholders relevant to the study were selected. It is more of a straight forward sampling whereby the researcher knows who is suitable and their relevance to the research. Lastly, it is usually useful in the context of policy analysis and evaluation research (Rober, 2009). The stakeholders or participants of this study were selected for two reasons; the first one is to address access of records and knowledge of records management in general and in relation to good governance (by congregants). The second reason for using purposive sampling was to gather comprehensive information on practices and general management of records at St Bernadette Catholic church, from those who directly deal with records on a daily basis when carrying out church operations (priest, brothers, secretaries, treasurer and parish council chairperson.

3.7 Sample Size

Sample size refers to the numerical coverage of an aspect (Cook 2006). In this study, the sample size was 33 respondents who were selected from the church. Table 3.1 below provides a summary of the sampled population.

Table 3.1: Population Sample

Group	Population	Sample
Parish Priest	2	2
Brothers	4	2
Parish Chairperson	1	1
Treasury officers	4	3
Secretaries	12	12
Church members (randomly selected)	300	13
TOTAL	329	33

Source: Field data (2019)

The respondents that took part in the interview schedule were selected for the fact that they all deal directly with or handle church records and information. The participants that had taken part in the administered questionnaire, were selected as representatives of parishioners who are to

access the church information. the total number of participants was 33 and that was the only total number of representatives that the church leadership could award permission for their participation.

The parish priest was included in the study because of his position as the leader of the church. He is the custodian of the church and all information or communication relating to the church passes through the parish priest and therefore his participation was critical. The brothers were included in the study as they assist priests in all duties including reporting to the Bishop and they perform similar duties as the priest, hence their inclusion in the study. The Church treasurer was included in the study as she is the financial manager who is responsible for handling all financial matters of the church. The secretaries were included in the study because they are responsible for information capturing, creation and dissemination within the church as a whole. The secretaries are also responsible for handling correspondence, minutes, invitations and various reports created by the church. This simply shows that they manage the flow of information within the church and serve as the liaison between the church leadership and the congregation.

 Church members were included in the study in order to establish if they have access to the records. It was also important to find out their attitudes and beliefs towards the management and dissemination of information in the church. In addition, their inclusion was critical in order to establish whether the church upholds accountability and transparency because that kind of evidence could be unearthed from them as they are in the management. They were also included to determine their participation in decision making of the church. Finally, the parish chairperson was included in the study as he works closely with the parish priest on the administrative and logistical aspects of the church. The chairperson is the leader of all the committees and the information source of the church externally. The chairperson interacts with the Diocese office and is responsible for reporting the status of the church to the parish priest and the Bishop. He is the main source of information with regards to the non-spiritual running of the church.

3.8 Research Instruments

Questionnaires, interviews and personal observations constituted the key data collection instruments. The use of these tools in the study is explained below.

3.8.1 Questionnaire

A questionnaire is a data collection instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Nkwi, Nyamongo and Ryna, 2001). Questionnaires enable respondents to freely answer questions without fear of judgment. The advantage of the questionnaire is that perceptions and beliefs are unearthed easily. In this study, closed and open-ended questions were administered to ordinary church members that were randomly picked to participate in the study. Questionnaires were used to collect data on the respondents' understanding of the significance of records management in the church as well as transparency in the church. The questionnaires collected qualitative data by means of open ended questions (See Appendix 1 for the English version and appendix 2 for the Setswana version).

3.8.2 Interviews

According to Nkwi et al. (2001), an interview refers to a conversation between two or more people where questions are asked by the interviewer. This is achieved when the researcher provides a conducive environment by bringing themselves at the knowledge level of the interviewee. Interviews may be structured or unstructured. According to Denzin and Lincoln (2000), structured questionnaires require the interviewer to follow the interview guide that he or she has brought forth and may familiarise the interviewee with such a document. Unstructured questions require the use of interview guided as well as follow up or leading questions that emanate usually from the feedback provided and are often used for further clarity. In this study, interviews were conducted with priests, brothers, parish chairperson secretaries and treasury officers. Interviews gathered tacit knowledge held by the participants. The researcher also had the opportunity to probe for more information by presenting follow up questions as well as making the observation of gestures and body language which aided the researcher to truthful findings. The main reason for the interviews was to gather information on the types of records held within the church, their accountability to those they lead, impediments to proper records management as well as access rights to information and records by church members. The interviews were also conducted to determine compliance of the church with regulatory bodies. These interviews were

held on separate times to enable interviewees to be calm and provide information freely (See Appendix 3 for the English version and appendix 4 for the Setswana version).

3.8.3 Observation

Observation in research is when the researcher acquires information by being physically present in the research area. They serve as surveillance of a current situation. Observations can be obtrusive on participant: (those studied are aware of the research process) or non-participant (where the subjects are not informed or unaware of the research process). The study adopted obtrusive observation. An observation checklist was used to record the observations. Observations were conducted to collect data on how the records are stored, access issues regarding the records and the personnel responsible for managing the church records as well as the comprehensive management of these records. They were carried out to explore the status of records at St Bernadette Catholic Church (See Appendix 5).

3.8.4 Document analysis

This is whereby the researcher scans or interacts with documents to elicit meaning and gain understanding (Denzin & Lincoln, 2000). The researcher managed to gather information regarding the Catholic Church records management as well as general administration within the Catholic Church. The researcher was given the opportunity to examine the book of the Canon Law, held by St Bernadette Catholic Church parish priest. The researcher was able to comprehend church policies and doctrines governing general church administration and records keeping within the church, which assisted in the presentation and analysis of the findings.

3.9 Data Collection Procedures

Firstly the researcher obtained permission from the Church and from the Office of Research and Development, University of Botswana. The researcher delivered the questionnaires personally to the respondents. Respondents were given four weeks to complete the questionnaires after which they were collected. Clarity was provided regarding the questions to avoid ambiguity.

For the interviews, these were held at the church mini hall. Prior appointments were made with the respondents and each interview session lasted approximately 30 minutes. The researcher asked each of the participants for permission to use a tape recorder and used it where consent was given. Gray (2009) indicate that tape recording is important as it enables the interviewer to re-visit the recording when seeking findings clarity. The researcher also considered and noted down the gestures and body language during the interview as it later assisted in describing the interview process for the later benefit of analyzing the findings in general.

Some respondents agreed to the use of a tape recorder while others did not. Notes were taken for those who did not agree to the use of the tape recorder. Questions were noted on the paper and given to the participants to read, understand and ask questions where there was a need. The researcher then followed the interview guide as well as follow up questions to gather more information. After sufficient information was gathered, the researcher conducted the observations, as per the observation checklist.

For observations, the researcher obtained permission from the parish priest and went on to inspect the church offices where the records and other information sources were kept. The researcher consulted the observation checklist as she inspected the records storage areas.

3.10 Data analysis

Data analysis deals with editing, coding, classification and tabulation of the collected data. Raw data was collected and was examined in order to check for ambiguity, completeness, comprehensibility, internal consistency, relevance and reliability. Data was then classified and arranged into groups, themes and topics. The data collected from the respondents were analyzed using an interpretive approach. Holistic view of the data was done. The researcher also used descriptive narratives to breakdown the findings and describe thoroughly what they mean.

The following steps were undertaken during the data analysis process:

Tape recording the interview session: Gray (2009) indicate that tape recording is important as it enables the interviewer to revisit the recording when seeking feedback clarity. The researcher also considered and noted down the gestures and body language during the interview as it later assisted in describing the interview process for the benefit of analyzing the responses in general.

-       Step 1 is the transcribing of the recording to paper. Here the interviewer noted down on paper the recorded information according to their understanding. The interviewer determined what is to be interpreted and represented.

-       Step 2 is the themes: Gray (2009) indicate that the interviewer has the responsibility of assigning themes or topics as per the data obtained. The researcher categorized the responses gathered into themes to be placed under one category as per the topics.

-       Step 3 relates to coding. Coding is when the interviewer interprets the themes categorized at the previous step, according to their relevance to the literature. Codes can be said to be sub-topics (Gray, 2009). The researcher revisited the literature and picked relevant pointers which aided in the alignment of the discussion areas.

Feedback from the questionnaires underwent the same process from step 2. That is, the data collected was assigned into themes and coded.

3.11 Validity and Reliability

Validity refers to the measure of the degree to which a test measures what it is intended to measure: how well a test achieves its purpose. Creswell (2009) indicated that validity has a lot to do with trustworthiness. So in this case, the researcher requested two lecturers who are well acquainted with records and information management from Department of Library and Information Studies (University of Botswana) and two records management personnel (records manager and coordinator records management services) at BNARS to assess if the data collection tools were appropriate. The comments received from this pilot study were incorporated into the final data collection instruments, after which the instruments were administered to the respondents.

Reliability is the measure of the degree to which a test yields consistent results upon repeated trials. Denscombe (2009) stated that reliability is concerned with the production or indication of similar results after a test had been conducted under similar circumstances. For instance, questionnaires are expected to yield similar results when the research is of the same area. In this case, the researcher submitted all the tools to the supervisor, for assessment and the research supervisor advised accordingly which enabled the data collection to take place.

3.12 Ethical Clearance

 Permission to carry out the research at St Bernadette Catholic Church was sought by the researcher with assistance from the research supervisor. This study was granted the permission. Ethical clearance (which was a requirement) to conduct the study was granted from the Office of Research and Development at the University of Botswana. In addition, an introductory letter written by the researcher detailing the research and its purpose was attached to the data collection instruments that were administered to the respondents. During data collection, respondents were asked to complete an informed consent form indicating their willingness to participate in the study. To ensure the confidentiality and anonymity of the respondents, they were not required to indicate their names and any other demographic information on the questionnaires. Further, the researcher informed the respondents that participation in this study was voluntary and that they were entitled to the option of withdrawing participation at any given time without the need to provide justification for doing so. Moreover, the respondents were assured that the data collected during this study was to be used for purposes of writing the dissertation and nothing else.

3.13 Conclusions

This chapter has addressed all the aspects of the research methodology. It has provided details on the research design and research paradigm. In addition, the chapter captured details relating to the population of the study, clearly stipulating who was involved in the study and why. Furthermore, data collection tools together with a brief on the data collection procedures have been explained in this chapter. An explanation of how data analysis was done has also been included. Finally, the researcher provided a detailed brief of the ethical clearance that enabled the study to be carried out. Ethical considerations that were observed while carrying out the study have also been addressed. The following chapter presents the findings of the study from the data gathered using the data collection tools described in this chapter.

4.0 CHAPTER FOUR: DATA PRESENTATION

4.1 Introduction

Chapter III presented the research methodology which encapsulated the constructivist research paradigm, the qualitative research methodology, the case study research design, and qualitative research methods. The aim of Chapter (IV) is to present data, qualitative data that was gathered, collated and presented to show the views of the research participants on records management and good governance at St Bernadette Church in Gaborone, Botswana. Data analysis determines the meaning of the data collected (Johnson and Christensen 2004). Ritchie and Lewis (2003) state that the qualitative approach includes the naturalistic and interpretive technique to give an understanding of the meaning attached to the situation, such as values, decisions and beliefs and actions, being studied. Data presented in this study is therefore narrative in that it captures the values, decisions, understanding as well as the beliefs of the research participants and it was predominantly qualitative. Terre et al. (2006:52) stated that the aim of data analysis is "to transform information or data into an answer to the original research question".

The findings are presented according to the objectives of the study which were to:

1.   Establish the importance of records management at St Bernadette Catholic church

2.   Assess the records keeping practices at St Bernadette Catholic Church in Gaborone

3.   Determine the challenges experienced by St Bernadette Catholic Church in   managing records within the church

4.   **Assess the role played by records management in upholding governance**

4.2 Response Rate

The target population was 33 respondents, but only 30 respondents were reached, thus making a response rate of 90.9%. Thirteen questionnaires were distributed and 11 were completed and returned, giving a response rate of 84.6%. Out of the 20 respondents targeted for interviews, 16 were successfully interviewed giving a response rate of 80%. Table 4.1 below presents the expected and actual response rate:

Even though the researcher managed to collect necessary information for the study, there were certain challenges that were encountered and these include lack of access to the confidential records during observation, which hindered the researcher to appreciate the storage and arrangement of such records. Lack of commitment of some respondents hindered a deeper collection of data as the respondents were not really keen to fill the questionnaires. Finally, respondents kept on postponing the interview appointments hence causing some delays to the research process.

Table 4.1 Response rate

Participants	Number of people given	Number of findings returned	Percentage	Expected percentage
Interview	20	16	80%	100%
Questionnaire	13	11	84.6%	100%
Total	33	27	81.8%	100%

Source: Field data, 2019

In research, Babbie and Mouton (2001) argue that a 50% response rate is adequate for analysis, while 60% is termed as good and 70% is considered very good. Based on this response rate, this study collected sufficient data for analysis and reporting.

4.3 The Findings

4.3.1 Importance of Records Keeping at St Bernadette

The first objective of this study sought to establish the importance of records management at St Bernadette Catholic church. The respondents were therefore asked to indicate the benefits of keeping records within the church.

The importance of records management to the church cannot be understated. Records' keeping is the center-piece of the past, present and future of the church. Blewitt and Reynolds (200:196) indicated that "records are managed to ensure that a church has a history to look back into, in

order to make present and future decisions. Church records are managed in order to meet legal obligations (if faced with legal action) and lastly records management is crucial to the church as it ensures that the church stands by its principle which is openness, which can only be attained when evidence regarding activities and transaction is available and accessible to stakeholders." It is evident that the church cannot have continued existence, attained continuity and sustainability when there are no records indicating how it was run, what the expected business activities were as well as forecasts of the future. It is against this background that the respondents were asked to state the importance of records management within the church.

The findings of the study revealed a recognition for the importance of records keeping as stated by one of the respondents who said "records keeping has enabled us to have pictures of over a decade ago. We are even marveled by the publications and other documentation which was made part of the 50th-anniversary celebrations of the Diocese of Gaborone in which St Bernadette forms part of". The respondent from the questionnaire went on to show in their findings how records keeping such as archiving of financial reports has helped them to hold those in the finance team accountable for all transactions in the church as the management (parish council) keeps changing. Another respondent hailed records keeping for ensuring transparency within the church by having access to the basic financial report at the end of each year.

In an interview conducted among the priests, brothers and parish executive committee, the findings hailed records, for serving as a source of information for historical background especially that most of the church records become archives. Moreover, one respondent indicated that the records are needed for daily church business. The respondent added that "it is through records management that the parishioners and the community at large have trust in our leadership, it promotes accountability and transparency as well as adherence to the rule of law as per the Canon law."

4.3.2 Records Keeping Practices at St Bernadette

Records should be stored in a media that ensure their usability, reliability, authenticity and preservation for as long as they are needed. Records require storage conditions and handling processes that take into account their specific physical and chemical properties. Storage conditions and handling processes should be designed to protect records from unauthorized access, loss, or destruction, and from theft or disaster (ISO 15489-1). For this reason, this study sought to

assess the principles and techniques applied to store, preserve and dispose of records at St Bernadette Catholic Church. The second objective of this study thus sought to determine the records keeping practices at St Bernadette Catholic Church in Gaborone. In order to address this question, several issues were addressed such as types of records generated, records storage, access, organization, personnel and security. The findings to each of these aspects is addressed separately below:

(a) Types of records generated

 In order to understand the state of records management in an organization, it is important to first identify the types of records generated within an organization. According to Blewitt and Reynolds (2001), the types of church records generated generally across churches include baptism, church books and pictures of church history to mention a few. Based on this, respondents were asked to state the types and formats specifically created at St Bernadette Church. The findings revealed that records created at St Bernadette Catholic Church include financial reports which provide financial transactions as well as the financial status of the church. Other records created in the church include minutes of meetings, statistics of membership and attendance to the parish council as well as status reports within the Small Christian Communities and sodalities. In addition, records also include those from the catechism committee (which is responsible for the registering of members who enroll into catechism classes), church bulletins, baptism and confirmation certificates, birth, death and marriage certificates, external and community invitation and church books. One respondent from the questionnaires stated that "the church is a community organ that has in its custody, records regarding personal and welfare aspects of its community.

Such vital records include financial reports, annual reports, birth and death certificates, marriage and divorce certificates, baptism and confirmation registries and certificates. Another respondent stated that "we handle and keep minutes of sodalities and Small Christian Communities, financial transactions, bulletin, invitation, liturgical information, church books as well as legal documentation of the church, as part of the vital information that makes up St Bernadette parish". One respondent from the interviews also added that they also house school records such as educational records, correspondence, records that involve students and teachers. Lastly, the findings indicate that St Bernadette Catholic church houses property records that involve the

leasing of property and contracts. A summary of the records created and held at St Bernadette Church is shown in Table 4.2 below:

4.2 Types of Records Created and held at St Bernadette Catholic Church

Categories of records	examples	Generation rate in percentages
Liturgical	• Church books	• 20%
	• Hymn books	• 30%
	• Bulletin	• 80%
	• Bibles	• 20%
Church administration	• financial reports	• 25%
	• annual reports	• 25%
	• year plans	• 55%
	• minutes of meetings	• 80%
	• correspondence files	• 76%
	• church structural maps	• 20%
	• newsletters	• 45%
	• correspondence files	• 98%
	• external invitations	• 54%
	• manuals and organizational charts	• 20%
Parishioner details (confidential)	• birth and death certificates	• 65%
	• marriage certificates	• 40%
	• baptism and confirmation certificates	• 65%
	• divorce certificates	• 15%

Financial	- Audit reports - Bank statements - Budget records - Pay authorization records - Invoices - Accounts payable and receivable records - Tax-exempt certification and forms	25% 90% 78% 88% 97% 67% 25%
Legal	- Church bye-laws - Church policies - Title deed	30% 20% 34%
Property	- Property files - Architectural drawing and maps	20% 30%

Source: Field data, 2019

The above findings were supported by interviews conducted with the priests and brothers as well as the parish chairperson, treasurer and secretary who constitute the executive committee. They collectively revealed that since the church deals with the community, there are records generated within the church or externally which relates to the church. Bayane (2012:9)'s findings are similar to those of this study as they indicated that "church registers, correspondence, legal and property related documents, financial records, church personnel records, copies of the articles of incorporation, registers of different events and activities, newsletters and programs for special events, annual reports photographs or other graphic depictions of church buildings and events", all form church records.

(b) Records Storage

The study sought to find out how the church stores its records. Records storage is one of the

important records management processes as per ISO 15489-1 (2016). It involves the placement and physical wellbeing of records. It is important that records are generated, handled, protected, processed, stored and preserved in a delicate manner, because in the end records management is attained when there is continued access to the records pertaining to an entity. In addition, the establishment of a classification system is a necessity, as it enables easy retrieval and access to the records. According to Dikopoulou and Mihiotis (2012:128), "a records unit or registry is the hub of the organisation's information. It must be continuously tidied, sprayed for pests, parallel to direct sunlight and kept at a suitable humidity level". Ngoepe and Ngulube (2014:86) indicated that a records room should be well air-conditioned to reduce fraying and be adjacent to sunlight to avoid damage. In addition, a records room has to consist of features that would help reduce destruction in case of fires or floods (disasters).

It is against this backdrop that respondents were asked to indicate how confidential and general information or records are managed. They were also asked if they were aware of measures to be taken when keeping these records. The findings revealed that currently there is no room or area designated for the storage of church records at St Bernadette Church. However, the priest's office houses general information such as the church books. Confidential records are kept in the priest's house, in a lockable metallic locker. The Treasurer, Chairperson and Secretary mentioned that they kept copies of their designated duties after submitting other original documents to respective subject files. In terms of maintenance of records, one of the respondents indicated that "the records are cleaned comprehensively with the usual cleaning of the priests' office and house". In examining the environmental conditions in the storage areas, researcher's observations indicated that there was dust on the documents as well as poor ventilation as the air conditioner was not working and the door in the priest's office was usually kept closed. One remarkable observation was that these records were placed away from direct sunlight.

(c) **Disaster preparedness**

Disaster preparedness is a basic ingredient to proper care and handling of records. The study sought to find out if the church had any disaster preparedness plan for its records. The findings indicated that St Bernadette Church lacks a disaster preparedness plan.

During interviews, one of the respondents posited that "we are not aware of records and disaster preparedness, in fact, it is our first time to hear about that". The researcher observed that there

was no indication of any disaster preparedness mechanism since the researcher could not even find a fire extinguisher which is one of the basic requirements of records or information room. Nonetheless, the study observed that there was no pest infestation affecting the records yet which could possibly be a result of the routine cleaning of the office.

Churches, like all organisations, need to have a designated information or records centre which is used for this purpose only. Under no circumstances should this records centre be used as a meeting room or an office to work from, as this poses threats to the safety and survival of records.

(d) Access to records

According to ISO 15489-1 (2001), records should be documented to ensure that items can be located when required. Tracking mechanisms record the item identifier, the title, person or unit having possession of the item and the time or date of the movement. It is further suggested that "the system should track the issue transferred between persons, and the return of records to their"home `` location", (ISO 15489, 2001:21). Bosede (2016) indicated that access to records is pivotal to effective governance in the sense that with the ability to acquire and interact with necessary records or information, provides organizational memory and knowledge. This knowledge enables those governed to hold those in leadership accountable for every decision made. Furthermore enabled access aids in abiding by the law and promoting transparency by allowing all stakeholders to interact and acquire knowledge that is relevant. From this fact, respondents were asked if they were able to access the church records.

The findings revealed that in order to access church records,   prior appointments with the priest must be made, especially when one needs to consult the confidential documents. They went on to show how at times it would be inconveniencing to members as the church or priest office hours would often clash with their free time for requesting information, hence leading to dissatisfaction as far as accessibility is concerned.

The respondents indicated that the general records could be accessed freely by parishioners or non-parishioners (in the case of research). At times if the requisition pertains to records such as minutes, the priest would refer the client to the secretaries or any member of the parish council for assistance. To access confidential or classified records is not an automatic process, as the priest would have to make an assessment as to whether to allow access or not, depending on the reasons for the requisition. When respondents were asked to indicate how St Bernadette dealt with issues

of privacy and confidentiality issues, they stated that the church holds two categories of records which are general and those that are confidential. These were categorized on the basis of privacy and confidentiality in as far as access is concerned. This simply means that even if records management is premised on accessibility there ought to be the appreciation for certain information to be withheld in order to protect the church.

(e) Organization of records

ISO 15489(2016:20) stated that "Classification systems reflect the business of the organization from which they derive and are normally based on analysis of the organization's business activities". This study sought to determine how records are arranged at St Bernadette Catholic Church. Cox and Wallace (2002) indicated the importance of organizing and arranging records. Records are to be placed in a chronological manner following the principle of provenance (related records from one source grouped together) and original order (storing or placing records in the way they that they were created) and not in a haphazard way. All the respondents indicated that they were not aware of any logical manner for arranging the church records. One of the respondents posited that "the church books and minutes are just placed in a cupboard which is lockable". Furthermore, those interviewed also indicated that there is no systematic way in which the confidential records are arranged.

The study also established that for each correspondence or piece of information generated, a copy remains with the leader of the church group as well as leaders of other church committees and another copy goes to the specific file in the priest's confidential locker. From observations, the findings indicate that each subject was placed in its designated file, for instance, invitations were placed in the invitations file and catechism was placed in the catechism file. Furthermore, the secretary kept all the copies of records from these church groups. The treasurer kept a copy of all financial transactions including payments, invoices and debts to mention a few. Another copy of the financial transactions is left in the file that deals with finance which is locked in the priest's confidential locker. Nonetheless, files were in a haphazard manner since there was no file index and a file classification scheme. In addition, the findings showed that records are placed there in a haphazard manner which at times makes it tedious to access such records. The findings also indicated that there was no policy to guide records management and there is no designated records storage room. Lack of chronological and logical arrangement of records makes it difficult to do a

proper records management program which identifies, tracks records and provides detailed information for ease of use of records.

However, even though not comprehensive enough, the researcher identified a kind of "log book" that serves as information or records tracing tool, which is quite commendable. This tracking tool indicates the user of information, the purpose, date of acquisition and return date and the signature of the user. This is mainly for access of classified information. The findings also indicate that the book register notes the type of records taken, borrower's name, date borrowed and due date.

(f) Personnel

One of the important aspects of records management as per ISO 15489-1 (2016) is to assign all records responsibilities to the relevant practitioners who are versatile with all processes and controls of records management. In practice, Ngoepe and Ngulube (2014:92) indicated that in the ESARBICA region, often where there are records or information rooms in churches, the administrator on many cases is someone who is not conversant with records management. They added that it would often be a retired, unemployed or elderly individuals who volunteer most of their time in the church, and serve as records and information personnel. This often leads to havoc when searching for information as there are often gaps in the arrangement, collection development, authorization issues and accessibility which are caused by a lack of sufficient training on records management. For this reason, respondents were asked about the personnel appointed to do records management for the church.

The study sought to identify if there was a full-time records personnel who served as the custodian of the collection. The study further sought to know if the particular custodian had the relevant expertise to smoothly operate the records centre. The findings indicate that the custodian of the church information is the priest as it is one of his administrative roles. One of the respondents from the interviews further showed that there is no qualified individual responsible and devoted to records keeping of the church, which at times becomes problematic when they need assistance and the priest is engaged in other church duties. Nine out of eleven (81%) respondents from the questionnaire indicated that they acquire some of the information and records from the secretaries as they are the ones dealing with information such as minutes, registers and they compile group reports. However, the problem of inconvenience was still persistent as they showed that they had to make appointments which at times inconvenienced both

parties hindering access to records. The respondents from the questionnaires suggested that it was high time the church had records management permanent staff, with expertise, to manage church information. Moreover, the results revealed the unavailability of a permanent person with the relevant expertise designated on a full-time basis to handle and manage the church records and information. The study also revealed a general worry from respondents on the state of access to records and their ability to provide the needed accountability.

Nonetheless, three of the respondents from the interviews indicated that even though there is the absence of a records management personnel who is fully devoted to handling records and information in the church, the priest receives maximum training in managing information, records and communication as per the training requirements into the priesthood. Young (2018) argues that training only the priest to manage records impact negatively on the effectiveness of records management as it becomes overwhelming for the priest to administer all functions of records center and the church in general. Furthermore, the findings show that even though the priests are not fully designated as records managers, they do manage the records and information of the church and meet the information needs of parishioners.

(g) Security of records

ISO 15489-1 (2001) requires records of continuing value to be preserved securely. Mechanisms should be in place to prevent loss, destruction, theft and disasters. Organizations should have policies for permanent preservation. Records security refers to the safety of records ensuring utmost authentication, completeness and no alteration, destruction and loss. In the case of St Bernadette, there is no room designed (equipped with required equipment) and designated for records and information management. The respondents indicated that the general records were placed in a glass shelf in the priest's office, whereas the confidential records were placed in a metallic safe, which the key stays with the priest. They also added that the main door to the priest's office where the general information sources are kept is always locked when there is no one requesting any services. Sumners (2012) indicated that those dealing closely with records ought to integrate conservation mechanisms in their daily operations, to safeguard and prolong the livelihood of the records. This is rather contrary to this research as the leadership does not have adequate knowledge regarding the conservation of church records.

Personal observations conducted by the researcher revealed that the only visible security measure was the lockable door of the main entrance, and this security to some extent could be compromised especially when people are in need of information. There is no order of how a customer accesses the records, everyone just acquires what they need as per their requirement. Lack of designated records personnel also compromises security measures. The findings indicate that although the main door is always locked, the level of security is low. One of the respondents from the questionnaires indicated that there are no evidential devices that show the use of information resources and records access. They indicated that there were no cameras or detectors for those using the information. In as far as disaster management is concerned, the unavailability of a designed records room hinders the installation of necessary equipment. Nonetheless, the researcher found out that with regards to the storage of classified records, they are kept in a metallic safe that is safe-guarded by the priest. Classified records are however only accessed in the presence of the priest to ensure no alteration and to ensure reliability and authenticity of the records. Moreover, the client is expected to register and sign the log book which is used as a tracking tool.

4.3.3 Challenges relating to Records Keeping at St Bernadette Church

The third objective of the study sought to establish the impediments to managing records within St Bernadette Catholic Church. The respondents were thus asked to state the challenges and possible solutions to records management practices at St Bernadette Church. The challenges were identified as follows:

(a)Lack of resources

They indicated that the church is a nonprofit organization which is administered by individuals who volunteer their resources. They went on to state that the resources aren't even enough to cover the existing needs, therefore hindering the establishment of fully-fledged records and information center. This often leads to the negligence of records management as a function. This is in contrary to ISO 15489 (2016) requirements that state the importance of utilizing resources to develop and operate a records center that is customer friendly and protective of its collection.

b) Lack of policy

Respondents indicated that lack of a guiding tool for keeping records in their church can somehow be the root of all problems as they are not aware of the requirements of records management. They added that the lack of any documentation prompting the church to make records management an integral aspect of the church hinders the continuity of the church daily routine. They went on to say that if they would be having a policy may be that could improve their records keeping especially each time management changes. As per ISO 15489-1 (2016), a records management policy is a requirement for managing records in any organization. The policy stipulates and details all requirements, pointers and recommendations of effective records management. This lack of a records management policy in the church means the church is carrying out records keeping in a haphazard manner. It also contributes to processes that are not well comprehended which causes problems in handling records. Access is also compromised. Ngoepe and Ngulube (2014) indicated that most of the time records kept in the church are not guided by any documentation. Decisions and processes are carried out using lay knowledge which can lead to mismanagement of records and no maintenance of authenticity and integrity of records. When records lack authenticity, they become less useful for accountability and transparency purposes.

(c) Insufficient leadership buy-in

The findings indicate that there is no buy-in or promotion of records management in the church by the leadership. The respondents indicated that if the church leadership would be eagerly interested in improving records keeping and embark on awareness of records keeping, the church would attain an improvement towards proper records management.

Reluctance to improving and supporting records management in the church has also been acknowledged by scholars such as Sumners (2012), who indicate the lag in leadership support for records management in the church. Most leaders are aware of records keeping but are not keen on making records management in churches an administration priority. By implication, it requires a lot of sensitization to bring leaders on board to view consider records management as a vital aspect of church existence.

(d) Lack of a records Centre

Respondents indicated that the lack of a records center hindered proper handling and access to information. They added that "we are aware that not having a designated records room as a church could lead to loss of very important history". Respondents suggested that the meeting room could be partitioned to serve as the records and information centre. ISO 15489-1 (2016) clearly states that there is a need to provide records controls that would provide security to the collection. Such security would be ensured only when there is a fully fledged records room that is disaster prepared with all necessary equipment to safeguard the collection. The findings, however, reveal that the security of records and information is at its lowest levels, meaning all valuable information resources are at high risk of perishing without recovery. The lack of security for records hampers proper records management and continued access to records. Possible losses of valuable information caused by a lack of security measures impede good governance and preservation of church memory for future use.

(e) Lack of qualified permanent personnel

Respondents indicated that there was a critical need for a full-time records manager. They proposed for a volunteer currently whose terms of service would be drawn. In addition, the respondents proposed the need for basic training in records management for all leaders, including all appointed members when the church management changes. The respondents indicated that "we face a problem when in need of information as we often have to appoint which at times goes in vain as our time would be clashing with that of the one supposed to be providing us with the information, therefore we suggest that the leadership appoints someone to look after information sources on a full-time basis". This distorts and derails records management as these secretaries and priests are not full-time records custodians. They are also not trained and are not as devoted to records keeping as they have their main duties of secretarial and priesthood work.

4.3.4 Records management and good governance in the church

The following elements elaborate on the significance of records management in attaining good governance within the church.

(a) Accountability (financial controls)

Respondents were asked if there are records and financial controls in place to ensure the action trail. One of the respondents from the interview indicated that when a church member intends on utilising some of the records, they use a tracking book that tracks the movement of these

documents. The respondents added that "we use a register where the individual writes their name, time taken for utilisation and purpose for using the document. The authorising personnel, usually the priest, signs the register granting access to such records. For financial controls, another respondent indicated that when carrying out a financial transaction, there are supposed to be three signatories. The respondent further added that "the priest, treasurer and parish chairperson serve as the signatories when a financial transaction is undertaken." This is done to ensure that they are all accountable for the transaction made. In addition, the findings indicate that each of the signatories keeps a copy of the transactions, and another copy goes into the file designated for financial transactions.

One respondent indicated that "these financial transaction copies are kept to ensure accountability and transparency in the utilisation of church money." The respondent added that cautious handling of these records enables the church to abide by the set rules of the church (Canon Law) as well as rules by the regulatory bodies. For instance, the Registrar of societies can demand all the financial reports from the past 5 years and when these records are placed and stored correctly, accountability is maintained.

(b) Audits

The study sought to find out if the church undergoes some form of audit. Ozotambgo (2009) reiterated the necessity of properly managed records as the basis of financial audits in the church. He stated that "How an organization obtains and spends cash or liquid resources, its borrowing and repayment of debt and other factors that may affect an organization's liquidity should include explanations and interpretation to help the user understand financial information provided" (Ozotambgo, 2009:13)

According to Ozotambgo (2009), audits are done to assure regulatory bodies such as the registrar of societies, to ensure that the church remains a non-profit making organization. It is, however, important to note that in order for an effective audit to be carried out, there is a need for records which trace all the financial transactions that have taken place. Such records require delicate handling and management in order to serve as the basis for a correct, accurate and reliable audit. The records carry information pertaining to the budget, income and expenditure. The findings from three respondents from the interview indicated the church undergoes a financial audit process out on an annual basis. This audit is carried out to account to the overall church

leadership, congregants and the public at large regarding the use of monetary resources in the church. It is also done to ensure transparency regarding the utilisation of church funds, which are partly made up of congregants' contribution.

(c) Participation

The study sought to find out if the leadership allows for the participation of congregants in decisions of the church. One of the respondents from the interview indicated that "we engage the congregation indirectly. Leaders of the church groups gather and compile their ideas regarding the general yearly plan as well as the annual budget". The representatives or leaders bring forth the ideas to the executive council which are then discussed and altered if need be before they are finalised and affirmed. The other respondent added that committee leaders also give those they lead the opportunity to scrutinize the financial and annual report and the corrections are presented to the executive council through those representatives. Lastly, when asked about the audit report, one respondent lamented that in as much as they try to promote participation of stakeholders in order to enhance good governance, they have put in place restrictions to audit reports for confidentiality purposes. Records management is key here as it facilitates referential purposes when making comprehensive strategic forecasts for the development of the church.

(d) Transparency

The study sought to establish if congregants and other stakeholders are given the opportunity to know about the status and wellbeing of the church. Willis (2005) indicated that transparency hinges on the fact that all information affecting the society ought to be freely accessible to them without any restrictions. The leaders are expected to give access to congregants about plans of the church as well as the utilization of the church funds. It also enables congregants to know how their monetary contributions are utilised. Transparency cannot be achieved without evidence. Willis (2005) stated that it is through proper records management that stakeholders are able to know and understand the decisions made regarding the church or any organisation. In essence, proper records management facilitates transparency within the church.

The findings indicate that the leadership makes effort to ensure transparency within the church by availing information of the status of the church operations and plans to the congregants. One of the respondents indicated that the congregants have access to the annual report, to scrutinize it and make recommendations. Another respondent added that "we give access to the financial report

which is done through representatives or leaders of Small Christian Communities (SCCs) who present the report and allow for comments from members. These comments together with the recommendations are presented to the parish and executive council respectively, who then take them into consideration for improvements". Nonetheless, one respondent indicated that they do not avail such reports to congregants individually for privacy and confidentiality purposes.

(e) Compliance with regulations

The Societies Act, Chapter 18:01 of the Laws of Botswana classifies churches as societies. Section 17 of the Societies Act dwells on the importance of documentation, records and information management. The Registrar may, at any time, by notice under his hand, order any exempted society or registered society to furnish him with a true and complete copy of the constitution and rules of any society in force at the date of such order; such accounts, returns and other information as may be prescribed (Societies Act, 1972:5)

Based on the foregoing, respondents were asked to explain how the church complies with regulations. One of the respondents indicated that they indeed comply with the regulations of the registrar of societies. For instance, as a society, do they prepare financial audits reports and submit to the registrar of societies when the need arises. Another respondent indicated that "every year end we put together as a church all the documentation required by the registrar of societies such as the list of office bearers, minutes of meetings and even annual reports; which are always ready when they are required. Furthermore, the Canon Law (law governing the Catholic churches globally) indicates the need for financial management of the church.

With the establishment of parish finance council in the diocese in compliance with Canon 537 "The administrators of the church are to render financial account annually to the diocesan ordinary and also to the faithful of the use that has been made of the goods which they have offered to the church in accordance with the norms established by particular law." In addition, one of the respondents indicated that there is a need for upholding transparency and accountability as per the regulations set by the Catholic community worldwide. Church leadership, especially the priests, are expected as per the Cannon law to ensure proper and stern administration which includes financial accountability, improved access to information pertaining to the church, records keeping and ensuring adherence of the church to the law of the land. The respondent went on to reiterate that the Cannon law expects them as a church to submit statistics of members, financial

and annual report through the head office (Christ the King Cathedral) to the Vatican City which is the global headquarters of the Catholic church worldwide. In light of all those activities, the importance and significance of records management cannot be overemphasised as compliance regulations are tied to ensuring continuous submissions of reliable and accurate sources of information.

5.0 CHAPTER FIVE: INTERPRETATION AND DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter interprets the data presented in Chapter four. According to Kothari (2004), data presentation can be defined as the device through which factors which seem to explain what has been observed by the researcher in the course of the study can be better understood. It also provides a theoretical conception which can serve as a guide for further research. Neuman (2006) pointed out that the discussion chapter should be separated from the results, so that readers can examine the data and arrive at their own conclusions. It is only through interpretation that the researcher can expose relations and processes that underlie the findings (Kothari 2004). Ritchie and Lewis (2003) posited that data interpretation in qualitative research must be based on methods of analysis and explanation building which reflect the complexity, detail and context of the data. Data interpretation also identifies emergent categories and theories from the data rather than imposing a priority of categories and ideas.

5.2. Importance of Records Management at St Bernadette Church

The first objective of the study sought to establish the importance of records management at St Bernadette Catholic church. The findings indicate that St Bernadette as a church is aware of records keeping. Stakeholders are aware that records carry past, present and future memory of the church. For instance, members were able to reap the fruits of records keeping during the 50th anniversary event that required the publication of church history. Furthermore, members alluded to the fact that through records keeping, they are able to hold those in leadership accountable and also handle affairs in the open. For instance, the provision of minutes, annual and financial reports respectively promote good governance. Moreover, members are aware of the value of records keeping as respondents mentioned that records are necessary for legal obligation (registrar of societies) and contributing to the knowledge and history of the church. The findings from a study undertaken by Ngoepe and Ngulube (2014), found similar findings to this study where the importance of a sound records management programme was emphasized for many benefits such as holding leaders accountable and ensuring transparency. They added that records management

is the ingredient that enables strategic forecast and basis for daily business activities. Moreover Ngoepe and Ngulube (2014) argued that church archives hold information that is useful in times of litigation, ascertaining membership, anniversary celebrations, and tracing family genealogy.

In addition, Bergon (1999) and Sumners (2012) state that church archives provide critical information on church policies and statements that can be useful in the strategic missions and goals. Bayane (2012) in his study of records management practices in Botswana reported that there is the idea of the importance of records keeping in churches, only that the state of records keeping is very weak.

5.3 Records keeping practices at St Bernadette Catholic Church in Gaborone

The second objective of the study was to assess the records keeping practices at St Bernadette Catholic Church in Gaborone. The components which make up holistic church records keeping practices are explained below:

(a) Types of records

The findings revealed that various records are collected as per the requirements and doctrine of the church. These are then divided into various categories (liturgical, property, financial, legal, church administration and confidential to mention a few) as per their meaning and value to the church. The findings on the types of records are in consensus with ISO 15489- 1(2016) which indicates the need to know and comprehend the collection development which is in line with the records management requirements of the church. Lwabi (2011), also found that records found at the SDA church which was the study area, were also similar to those found at St Bernadette Catholic Church as they included church administration records, financial, estate, members details, which are similar to those gathered by this research.

(b) Storage

The findings indicate that St Bernadette Catholic Church does not have a designated records room. All information for public consumption is kept openly in the priest's office. The findings through observations indicated that there was no sign of pest infestation and the office shelf was placed

away from direct sunlight. Placing records away from direct sunlight reduces the chance of sunlight destroying the durability of the records. Furthermore, the findings indicated that there was no disaster preparedness stratagem which meant that all valuable information could be lost if a disaster was to occur. These findings are similar to those by Ngulube and Ngoepe (2014) who showed that most churches in the Eastern and Southern African region, lack proper records room and disaster management and preparedness. The findings also concur with Lwabi's findings (2011), whose study; BUM and its entities, places their records far away from direct sunlight, and by doing so deterioration and fraying of the records is minimised. Lwabi (2011) went on to add that his findings showed that BUM and its entities had no humidifiers, no regulation in temperature which concurs with the findings of this study. Moreover, Bayane (2012:10) on church archives and records in Botswana, added that "The storage places are inadequate and unsuitable for the materials as they do not offer safe and secure environment. Some churches have experienced splits, resulting in the inevitable loss and misplacement of the records, with some ending up in private hands as evidenced by the case of the Body Church of Jesus Christ church." Bayane (2012) added that most churches in Botswana did not have a records room specifically designed to house records and other information resources. His study identified a wide variety of churches' archives which were not stored and preserved appropriately. The findings from the study conducted by Bayane (2012) are similar to those of this study, whereby St Bernadette Catholic church does not have a designated room for information and records making storage and preservation of records a problem that can lead to loss of church memory.

Lwabi (2011) concurs with the findings of this study as he indicated that BUM and its entities do not have a disaster management plan in place. However, BUM could be commended for installing a fire prevention mechanism with the records storage centres which the Catholic Church in this study lacks. A disaster management plan details how an organization reacts in case of a disaster, who does what, when and how to control and prevent the disaster. Disaster management and preparedness plans are very important to safeguard church memory as they reflect on what needs to be done. A lack of disaster management and preparedness plan at St Bernadette church poses a huge risk of loss of church memory as there are no preventative and protection measures in case of a disaster.

(c) Personnel

This study has shown that there is no person designated to manage records and offer records service to customers as and when they require the use of records. This hinders adequate access to records by customers. In addition, the current situation is shown to be inconveniencing to customers especially that there is no central repository of records and information. Of course as indicated in the findings, the priest is the administrator of the church with basic training in records keeping as per requirements of priesthood. However it cannot be overlooked that the priest is overwhelmed with spiritual and administrative duties which hampers on proper records management. The appointment of a priest as a records personnel is contrary to ISO 15489-1 (2016), that clearly indicates the need to assign records management responsibilities to a person with expertise, devotion and focus on servicing and maintaining the records and information center or room, and who serves all stakeholders as per their requests. These findings are similar to those of Mwangangi (2013), whereby she indicates that people tasked with records keeping in the church are often less equipped or even have no skill whatsoever in records and document management. Mwangangi (2013) argues that placing someone who lacks skills in records management is basically making the field inappropriate to the society. Her findings continued to show that the church has assigned the responsibilities of documentation to members who do not have any idea of records management, hence a challenge when evidence is needed resulting in poor transparency. In addition, Tough (2012) observed that, personnel in charge of the records management functions in churches were inexperienced. Tough (2012) further observed that the available records management personnel are usually part-time office staff whose potential skills are not fully utilized. This poses a great challenge to the efforts of bringing operational efficiency in church transactions

(d) Access

Regarding access to church records at St Bernadette, the findings have indicated that, access to church records is on the basis of sensitivity level. General records are placed in the priest's open office where members of the church are free to access the records. It is however different with highly sensitive records which are classified as confidential and are kept in a safe area by the priest. Requests to utilize such records are assessed and scrutinized before access could be granted.

Such access is under strict supervision by the priest who grants access after assessing the information. This finding is similar to the findings by Mwangangi (2013) who indicated that records ought to be made available to the stakeholders; however it is important to note issues of privacy and confidentiality to avoid incriminating the organization. This means that access can be given to the general church community but the priest is to assess the sensitivity of information and hence placing access limitations to certain records. This can impede on the right to access to information by stakeholders (parishioners in this case), because assessment is done on the discretion of the priest who is not guided by any records management guidelines to categorize information as sensitive or not and end up denying and depriving those with access entitlements to access the information.

Ngoepe and Ngulube (2014) posited that African churches do not have sound records keeping programs in place which make retrieval and accessibility difficult for users. They specifically looked at the African Independent churches. Accessibility is the end product of records management which when there is difficulty in attaining it, then the records management in the church is regarded as extremely weak, and could impede on the attainment of good governance.

(e) Security

As regards to the security of records at St Bernadette Church, the study revealed that the only security measure to the general records was the lockable door at the entrance of the church. For confidential records, these are kept in a safe place by the priest. This is in contrary to the guidelines of ISO 15489-1 (2016), as it requires the installing or putting in place records management controls mainly to safeguard the collection. These include measures that will ensure that records are not in any way altered in terms of their physical being or removed from the records room. Bayane (2012) observed that most of the churches in Botswana do not have a fully-fledged records centre that is equipped to house and preserve church records. He added that the records rooms or centres seemed to be created without a guideline of how the records room should be organized. He added that where there are records rooms, the security of such rooms do not meet the minimum requirements for securing the records. This is contrary to the expectations of records management governing bodies, for instance ISO 15489 (2016) urges organisations to

have records rooms or centres which should be fully furnished to prolong the life of records in order to enable continuing accessibility. It should also be safeguarded from theft, loss, deterioration and destruction. Young (2018:43) concurs to these findings of this study as she indicated that churches in most developing countries are reluctant to cultivate a proper culture of records keeping as they fail to even allocate an area to keep and secure their records.

Ngoepe and Ngulube (2014) share the same sentiments of the study when they indicated that their findings show that AICs without archives storage indicated that the records of the church were kept at the bishop's home. In some instances, church records such as photographs were scattered with some possessed by individual members where churches did not have any control over them. In one instant, it was revealed that some of the sermons of the bishop in audio-visual medium were lodged with SABC radios. This shows poor security of church records which could end up bringing forth negative consequences such as confusions and mistrusts within the church. Poor security contradicts what records management entails as a whole.

Summers (2012) is in agreement with the findings of the study when indicating that if leaders would enforce policies and laws regarding protection of records, documentation and information relating to churches, then the issues of fraud would be minimized, consequently promoting accountability and transparency promoted.

(f) Organization of records

Organization of records is one of the records management processes which as per ISO 15489 - 1(2016), the church needs to implement effectively. The findings indicated that both the general and confidential records were just shelved following no particular order. The records are placed in a haphazard manner. According to Bosede (2016), records are arranged or organized according to two principles which are provenance and original order, which give uniformity and ease of access. Well-arranged records also enable records personnel to undertake all records management processes without any difficulty. Having records arranged without following provenance and original order, as it is the case in the church, makes effective records management difficult to achieve. McCarthy (2004) found similar findings that the location of church records remains a

challenge due to the lack of central religious repositories. In most cases when churches close or amalgamate, records are maintained in the homes of various church members who served voluntarily in various positions as committee chair, secretary or treasurer.

Moreover, Baron (2004) and McCarthy (2004) concur that most of the church records are considered personal assets and kept in the homes of the leaders rather than corporate assets to be maintained within the church buildings or designated depositories. This arrangement contributes to loss of important church heritage. Both Baron (2004) and McCarthy (2004) recommend for the church to establish permanent structure that would house church records and information. The erection of a designated permanent structure to house records using provenance and original order will enable easy retrieval and access of records. Records can further be accessed when required (for example during litigation) hence enhancing governance.

5.4 Challenges experienced by St Bernadette Catholic Church when managing its records

The third objective was to establish the impediments to managing records within St Bernadette Catholic Church. The findings indicated that there are challenges that impede on proper records management at St Bernadette church and the following conclusions have been made:

(a)Funding

The findings indicate that the church does not have the necessary resources that could fully support records keeping initiatives in the church. The study also indicated that the church is a non-profit organization that survives on donations and voluntarism. Furthermore, the findings showed that there was no separate vote that was allocated to records management development. This then becomes a hindrance to records management as a whole especially on continued access of authentic and valuable information. Similar findings were provided by Garaba (2013) who conducted a survey in South Africa to ascertain the collection stewardship strategies in archival repositories within religious archives in Pietermaritzburg. The researcher's study revealed the poor state of religious archives in Pietermaritzburg due to acute underfunding that threatens the survival of the records. Lwabi (2011) findings indicated that there was not enough budget to cater for the establishment of church archives and records management programme. This often leads to the negligence of records management as an important pillar of the church. This practice

contravenes ISO 15489 (2016) requirements that state the importance of utilizing resources to develop and operate a records center that is customer friendly and is protective of its collection. In addition, Cox and Wallace (2002) indicated that often in churches records keeping is not budgeted and planned for.

Johnson (2009) also observed that budget on records management is an area that is unlikely to attract funding from even wealthy organizations, unless the value of records and archives as resources for the church are presented in an effective manner. The impacts of not having a budget for church records management are severe and in the long term the church history gets lost. Moreover, Bosede (2016) added the lack of financial planning for records keeping hampers efficiency of records system, which often deprives stakeholders to hold those in leadership accountable, hence poor governance.   Ultimately it also impedes the attainment of good governance as it depends on sound records programs that ensure that records produced are authentic and are of integrity.

 b) Policies

The findings indicate that St Bernadette as a church does not have any documentation guiding records keeping practices. This is a policy that outlines records management procedures and processes and how they could be aligned to the church mandate and operations. A policy is a necessary component of records management that enables an organization to plan and forecast for the management of information and records resources. It helps in keeping trends and abiding by various internal records management standards and regulations, ISO 15489 -1 (2016). In this case, St Bernadette lacks that guiding tool to do proper records management which could hamper promotion of good governance in the church due to inadequate knowledge in handling and care of records. Mwangangi (2013) found similar findings to this study as her study indicated that one contributing factors to poor records management are the lack policies that promote the management of information among organizations. She argued that the policies are extremely weak and are on the edge of being inappropriate . She highlighted that such weakness in policy promotes discrepancies within organizations especially civil society organizations like churches,

as there is nothing in the practicum in relation to legal enforcement to conform to improving practices regarding records management.

Oliver et al. (2010) supported the view that weak laws, policies and acts regarding documentation and information management is the root of vague transparency in organizations. Ngoepe and Ngulube (2014) indicated that in all the AICs there were no documented policies or strategies for creation, management and preservation of records. Lack of a policy often leads anyone practicing records management from their perspective. For instance, records generated are kept and disposed at the discretion of the bishops, which could lead to chaos, irregularities and poor records management decision which can impact negatively on governance of the church.

c) Insufficient leadership buy-in

The findings indicate that the promotion of records management by church leadership is not sufficient. The respondents indicated that if the church leadership would invest resources towards improving records keeping and embark on awareness of records keeping the church would attain an improvement towards proper records management. This aspect has been acknowledged by scholarly works of Willis (2005) and Matasio (2017) regarding church records when they collectively posited that most leaders are aware of records keeping but are not keen on making records management a church administration priority. This implies that change management from the board leaders to view records management as a pivotal aspect of the church existence is still a dream to achieve.

Greenwood (2011) indicated in his study that church leadership is aware of records management, but are failing to recognize it as a pillar that enables the development and productivity of the church. He stated that "all requirements are never planned and budgeted for in as far as records' keeping is concerned" (Greenwood, 2011:66). He further observed that church leadership is often reluctant to see the value of records, but for those who see the light they are not keen on making necessary advocacy. Similarly, the news by Greenwood (2011) are similar to the findings of this study in the sense that awareness of records management is minimal and there is poor leadership

buy in. Consequently, there is a slim chance that records management improvement could be a priority area in the near future.

The findings indicate that there is no one designated to mend the records at St Bernadette. The results show that the priest is the sole custodian of all aspects of the church including handling and care of information. In addition, the results indicated that the priest was overwhelmed, which reduces productivity in managing information and records. This is a challenge that impedes on the processing of records through their stages and ultimately negatively affects good governance within the church. This current situation at St Bernadette is contrary to the guidelines of ISO 15489-1 (2016), which indicates that the responsibility of records management should be assigned, not only to anyone but one with expertise and familiarity with all records management processes, tools and practices. Ngoepe and Ngulube (2014) concur with the findings of this study as they indicated that in the ESARBICA region, appointing a qualified permanent records officer is unheard of, often secretaries are left to be information custodians and bearers in churches. This distorts and derails records management as these secretaries are not trained and are not devoted to records keeping, as it does not constitute their main duties which is secretarial work.

Similarly, Matasio (2017) also agrees with these findings in the study she conducted on records management at Friends Church. Her findings pointed out that there was no qualified person with technical knowledge of records management, which leads to chaos in records management if not addressed. The lack of qualified trained personnel to manage church records is a serious concern as effective records management requires fully trained personnel to do the processes, tools, and address accessibility issues regarding records management. The appointment of personnel without technical know-how may put the church in trouble. For instance that person can avail information to everyone as they would not be aware of any discretion concerning access, privacy and confidentiality concerns.

d) Storage

The study findings indicate that there was no records room designated for record keeping at St Bernadette. This in a way impedes on carrying out processes of records management in an effective manner. General information is placed openly in the priest's office and confidential

ones locked in a safe in the priest's room. This could lead to distortion and destruction as records in both locations are not placed under favorable conditions. Security was found to be very minimal as the only security measure in place is locking of the main entrance door. Moreover records organization lacked logical order, a problem that is contrary with scholars of records management that indicate that records arrangement should follow principles of provenance and original order. A fully-fledged designated records room within the church could help store records in an improved state of both arrangement and safety.

Lwabi (2011) findings conceded with this study when he stated that BUM and its entities did not have enough storage space to enable all the procedures and processes regarding records management to be carried out. In addition, Bayane (2012:4) also concurred with the findings of this study when he stated that "The storage places are inadequate and unsuitable for the materials as they do not offer safe and secure environment. Some churches have experienced splits, resulting in the inevitable loss and misplacement of the records, with some ending up in private hands as evidenced by the case of the Body Church of Jesus Christ church". Moreover, where there are records rooms, the security of such rooms do not meet the minimum requirements for securing the records. This challenge is a serious concern as this could lead to loss of valuable information needed to support church mandate and enhance good governance.

5.5 Role of records management in upholding good governance within the church

The fourth objective was to explore the inseparability of records management and good governance within the church. The findings indicated that, in as far as accountability is concerned, utilization or interaction with records requires registration on the tracking book that tracks movement of these documents as a way of ensuring accountability. The findings showed that this way enables the priest and parish council know who took what, when and for what purpose. The findings further established that in this tracking book, users register their name, time taken for utilisation and the purpose for using the document. The authorising personnel, usually the priest, signs the book too to give permission to access records. The findings showed that for financial accountability, (when carrying out a financial transaction), there are supposed to be three signatories. The signatories include the priest, treasurer and parish chairperson. This is done to ensure that they are all accountable for the transaction made. In addition, the findings indicate that

each of the signatories keeps a copy of the transactions, and another copy goes into the file designated for financial transactions.

The findings indicated that these financial transaction copies are kept to ensure accountability and transparency in the utilisation of church money. Moreover, findings indicated that cautious handling of these records enables the church to abide by the set rules of the church (Cannon Law) as well as rules of regulatory bodies. For instance, the Registrar of Societies can demand all the financial reports from the past 5 years and when these records are placed and stored correctly, stakeholders are able to realise how accountable their leaders have been.

These findings are similar to those by Ozotambgo (2009) who conducted a study on religious organisations and financial records keeping where he indicated that those who deal with money sign over documents regarding financial transactions in order to enable stakeholders to hold them accountable when need arises.

Changankary (2012) study concedes with this study when his findings indicated that "Thus, CCEO expects the finance officer to be accountable to the synodal structures of the major archiepiscopal Church. In reference to the acquisition of goods, CCEO prescribes that the intentions of the donor are to be respected (CCEO, c. 1016 §1): if the funds were raised for certain purposes, the donors have the right to know what has been done with their contribution." This in a way enhance accountability. In addition, Pember & Cowan (2010) in his study, indicated that records management acts as a fraud detector in the sense that when financial records systems are in place, which include authorized access, tracking tools and duplicates of transaction documents, it makes it easy for investigators to track fraud perpetrators and their activities. However, in her study, on preventing fraud in churches, Young (2018) indicated that churches do not have financial controls which often impacts on financial accountability leading to cases of fraud or mal administration of church funds.

Young (2018)'s findings show that the government and its agencies are unable to intervene in fraud instances within churches and thus communities are not given accountability and financial controls to track church activities. Sumners (2012) emphasized the need for churches to adopt corporate structures in as far as the administration is concerned so that issues of disappearance of

large amounts of church money, vital membership information and leaking of church confidential information without any accountability are minimized and controlled.

Regarding audits, the findings indicated that St Bernadette church undergoes a financial audit process that is carried out on an annual basis. This audit is carried out to reassure the overall church leadership, congregants and the public at large regarding the use of monetary resources of the church. It is also done to ensure transparency on the utilisation of church funds, which are partly made up of congregants' contribution. The findings indicated that the church rarely engages on a comprehensive records audit which is an issue of concern because currently they are not fully aware of what they have as records, if they need the records and if the records are in an appropriate state or not. Therefore, a records audit ought to be done concurrently with the financial audit in order to establish what is necessary for the collection. Nonetheless, the findings indicated that the church intends on embarking on records audit the following year as they want to improve the records management system of the church. Lastly, the findings indicated that they were aware that it is only through proper management of financial records that audits could be carried out hence they try to handle all financial documents delicately. Freda (2014:9) argued that "A financial audit cannot be carried out to the best if financial records were not initially handled and kept in an appropriate manner, which could dent the financial transparency and governance within the church, which is expected to uphold". It is important to note that audit processes depend on reliable documents depicting financial transactions that have taken place. These documents indicate the individual who authorized the transaction and all the details that relate to the transactions. In short, there is a need to continuously handle and manage these documents and records in order to ensure an effective audit (Freda, 2014).

Ozotamgbo (2009) in his study of financial record keeping in religious organizations indicated that, the church's account is being audited. It is the responsibility of the Diocese Bishop through the Diocesan Finance Council to audit annually the financial reports of every parish and parish project. It is also the responsibility of the Diocesan Financial Council to audit the financial reports of the Bishop's house, the Diocesan secretariat and the Diocesan project. This is similar to what is being practiced at St Bernadette Catholic Church. Moreover, the registrar of societies Act stated that "The Registrar may, at any time, by notice under his hand, order any exempted society or

registered society to furnish him, within a time to be stated in such order (not being less than one month), with the audited accounts of such society. This shows that St Bernadette does keep up breast with the laws of Botswana by ensuring that audits are conducted to be accountable and transparent to stakeholders such as congregants and the Registrar of Societies thereby promoting good governance" (Societies Act, 1972:5)

With regards to participation as a component of governance, the findings indicated that there is an indirect engagement with the congregation regarding decision making within the church. The findings further reveal that leaders of the church committees gather and compile members' ideas regarding the general yearly plan as well as the annual budget. The findings showed that representatives or leaders bring forth ideas from the congregation through sodalities, to the executive council which are then discussed and altered if need be before they are finalised and affirmed. The findings also indicate that committee leaders also give those they lead the opportunity to scrutinize the financial and annual report and the queries are presented to the executive council through those representatives. Lastly the findings showed that in as much as they try to promote participation of stakeholders in order to enhance good governance, they have put in place restrictions to audit reports for confidentiality purposes. Records management is key here as it facilitates referential purposes when making comprehensive strategic forecasts for the development of the church. This is rather commendable of St Bernadette, as indication is that they try by all means to enhance participation of their congregants in decision making of the church, which enhances good governance within the church.

 These findings are different from those of Paisey and Paisey (2011:587) as they indicated in their study that their findings show that the clergymen held power by controlling what was to be recorded and how. The elite had a say in this process too as they were able to manipulate the records and use them for their own benefit but did so in a very discreet way." This compromises efforts geared towards proper records management and governance as the records would be indicating inaccurate trace of all that transpired and this contributes to poor governance in the church and a violation of the rights of congregants. The absence constitutes poor governance of the congregation's contribution in the church's decision making process.

In relation to transparency, the findings indicate that the leadership makes efforts to ensure transparency within the church. The findings further indicated that the congregants have access to the annual report, to scrutinize it and make recommendations. The findings also indicate that leadership gives access to the financial report which is done through representatives or leaders of Small Christian Communities (SCCs) and other sodalities within the church, who present the report and allows for the arising queries from members. These queries together with the recommendations are presented to the parish and executive council respectively, who then takes them into considerations for improvements. The findings further indicate that respondents were aware of the significance of records in promoting transparency. They indicated that with records they were able to know what transpires within the church, hence the need to manage these records. These findings concur with those of Changankary (2012:13) where he discovered that "the administrator and the finance officer are expected to render the annual report to the permanent synod, verifying the inventory ,updating of the inventory, obtaining the written consent of the competent authority for the acts which exceed the limits and manner of ordinary administration and seeking consent from the competent authority for the alienation of ecclesiastical goods". These activities and obligations are done to ensure transparency and accountability as well as ensure compliance with the rule of law. Ozotambgo (2009) in his research regarding financial record keeping alluded to the need to uphold utmost transparency in the church by virtue of its sacred nature. According to Ozotambgo (2009:32) "The administrators of the church are to render financial account annually to the diocesan ordinary and also to the faithful of the use that has been made of the goods which they have offered to the church in accordance with the norms established by particular law".

All of these processes, procedures and protocols outlined above are ways the church aims at attaining transparency whereby all decisions and actions pass through various authorities to ensure that all is done according to the book and mandate of the church. Moreover, findings from the study conducted by Ozotambgo (2009:36) concede with those of this study, when he indicated that "These committees or councils are to fulfil their task with the greatest possible transparency and responsibility and that they send to the Holy See annually detailed and precise report, concerning the subsidies received from agencies of organizations and the manner they are to be utilized." This shows that churches are indeed gearing towards attainment of transparency in order to ensure efficiency and growth within the church.

Nevertheless, the findings of this study differ with those of Ojua (2016), as his study observed that the church is held onto ancient belief in sacred trusts, which has led to negligence in developing and application of financial controls within churches which usually brews scandals of fraud. Such financial controls relate to copies of transactions, tracking tools, authorization procedures and authentication controls that would monitor every transaction and provide details of the action personnel, but are withheld or not accounted for. This then leads to poor transparency and poor governance altogether.

The findings indicated that leaders are aware that there is a need to uphold transparency and accountability as a regulation set by the Catholic community worldwide. Church leadership, especially the priests, are expected as per the Cannon law to ensure proper and stern administration which includes financial accountability, improved access to information pertaining to the church, records keeping and ensuring that the way of the church does not in any way clash with the law of the land, here being Botswana. The findings further show that the Cannon law expects them as a church to submit statistics of members, financial and annual report through the head office (Christ the king Cathedral) to Vatican City which is the global headquarters of the Catholic church worldwide. Therefore the importance and significance of records management could not be over emphasised as compliance with regulations are tied to ensuring continuous submissions of reliable and accurate sources of information.

Dikopoulou and Mihiotis (2012) conceded with this study's findings, as she indicated that churches have kept records such as audit reports and constitution of the church in order to be compliant with regulatory bodies regulations. Dikopoulou and Mihiotis (2012) added that compliance is vital as it enables regulatory bodies to screen, monitor and regulate the operations of the church in order to ensure that the church does not in any way go out of its mandate and violate human rights. However, findings from the study conducted by Matasio (2017) differ from the ones for this study as they indicated that compliance maintained as church records are often insufficient, not reliable and lacking in integrity, making these churches fail to comply with regulatory bodies and the laws of the land. Records management enables the organization to comply with laws or legal bodies (Freda, 2014). Records management ensures that the organization upholds and adheres to principles of human rights by examining the mandate and operations of the organization by official bodies designated to monitor organization operations

The Societies Act is anchored on the importance of documentation, records and information management. For instance the Societies Act (1972) states that:

> (1) The Registrar may, at any time, by notice under his hand, order any exempted society or registered society to furnish him with (a) a true and complete copy of the constitution and rules of any society in force at the date of such order; (b) a true and complete list of office-bearers and members of any such society residing or present in Botswana at the date of such order; (c) a true and complete return of the number of meetings held by such society in Botswana within the period of six months immediately preceding such order, stating the place or places at which such meetings were held; and (d) such accounts, returns and other information as may be prescribed.

This shows that indeed records management is key to ensuring that the church is compliant with laws and abide by the regulations set by regulatory bodies in order to enhance good governance within the church.

6.0 CHAPTER SIX: SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter provides a summary of the findings, the conclusions and recommendations of the study. Saunders et al. (2009) asserted that the major reason for including a chapter on conclusions is to answer the research questions that meet the research objectives and finally make the recommendations arising from the practical applications of the study. Therefore, this chapter presents an overall summary of the study based on each of the objectives. The objectives of the study were:

1.   Establish the importance of records management at St Bernadette Catholic church

2.   Assess the records keeping practices at St Bernadette Catholic Church in Gaborone

3.   Determine the challenges experienced by St Bernadette Catholic Church in   managing records within

4.   Assess the role played by records management in upholding governance

6.2 Summary Findings

6.2.1 Objective 1

The first objective of the study was to establish the importance of records management at St Bernadette Catholic church. The major findings arising from the study were:

1. The findings indicate that St Bernadette church is aware of records keeping. Stakeholders are aware that records carry past, present and future memory of the existence of the church. However they indicated that records management had to be made a priority.

2. Furthermore, members alluded to the fact that through records keeping, they are able to hold those in leadership accountable and also handle affairs in a transparent manner.

3. Moreover, members are aware of the value of records keeping as respondents mentioned that records are necessary for legal obligation (registrar of societies) and contribute to the knowledge and history of the church.

6.2.2 Objective 2

The second objective of the study was to assess the records keeping practices at St Bernadette Catholic Church in Gaborone and the major findings arising from the study were:

1. There are various types of records that are kept at St Bernadette catholic church and these include correspondences, liturgical information, congregants personal information, financial records and parish council annual reports, to mention a few.

2. Records are categorized into general and confidential. General records are kept in the priest's office for followers' consumption freely while confidential records are kept in the priest's room in a lockable cabinet accessible only by the priest.

3. The main custodian of the Church records is the Priest and administrative roles (including records keeping) are his responsibility.

4. Access to general records is free, however access to confidential records is granted after scrutinized and thorough assessment of the user. Once permission is granted, records can be used in the presence of the priest only.

5. The level of security for the records is minimal, with only the main door used as a security strategy which could lead to unauthorized access and loss of the records.

6. Records do not conform to any arrangement or logical manner. They are just placed in a haphazard manner.

7. St Bernadette has not employed any disaster management mechanisms; in fact they are not familiar with disaster preparedness.

6.2.3 Objective 3

The third objective of the study was to establish the impediments to managing records within

St Bernadette Catholic Church. The major findings arising from the study were:

1. St Bernadette attested to the fact that they have a shortage of money as a nonprofit making organization, therefore they do not have a vote or money that is allocated to records management.

2. St Bernadette lacks a records management policy for managing its records.

3. St Bernadette does not have records management personnel with relevant expertise to serve as the custodian of the church records and information.

4. There is no room or place allocated to house and preserve records and information at St Bernadette church, making retrieval of records very difficult.

6.2.4 Objective 4

The fourth objective was to explore the inseparability of records management and Good governance. The key findings are as follows:

1. Leadership at St Bernadette is aware of accountability hence they have tracking tools (registration books) and file copies of original records, as mechanisms of ensuring accountability and backups.
2. There are three signatories when undertaking a financial transaction to ensure accountability. These signatories are expected to keep documents indicating these transactions safely.
3. The church undergoes financial audits to ensure compliance, transparency and accountability.
4. Congregants do take part in the decision making process of the church (scrutinizing financial and annual report and participate in developing year plans) as a way of promoting transparency and good governance.
5. St Bernadette has a collection of all requirements (audit reports, minutes and list of office bearers) needed by Botswana Registrar of Societies, and the church is ready to produce them as per request. This is done to show compliance with the regulatory body (Registrar of Societies).

6.3 Conclusions

In conclusion, the findings acquired is in agreement with ISO 15489 -1 (2016). St Bernadette is aware of the valuable purpose of records keeping that in preserving and documenting the past (historical and referential purposes), present (support of daily business activities) and future (providing forecasts of continuity and development) of the church.

Based on the above findings, this study concludes that records management at St Bernadette Church needs to be improved so that the church is able to operate in a transparent and accountable manner as stipulated in the guiding principles. Although the study did not unearth any cases of malpractice or corruption in the management of church finances, it cannot be overstated that weak

record systems are often a breeding ground for misappropriation of financial resources and poor governance.

However it is worth noting that the challenges in records management are not unique to St Bernadette as a scholars such as Lwabi (2011), Bayane (2012), Sumners (2012), Ngoepe and Ngulube (2014), also unearthed multifaceted challenges that hinder proper records management within a lot of churches. These challenges need urgent solutions in order to save and preserve the collective memory of the church and enhance good governance.

Lastly, based on the foregoing findings, it seems St Bernadette is putting forth efforts to attain good governance. Their records keeping at the moment requires to be improved however their operations are commendable because they strived towards attaining elements such as transparency, accountability, universal participation and compliance. These principles of good governance cannot be comprehensively attained if records management is not made a priority. Good governance is wholly dependent on properly managed records.

6.5 Recommendations
Objective 1

The first objective was to establish the importance of records management at St Bernadette Catholic Church. The findings concurred with the literature in the area of church records and governance. Members of St Bernadette are aware of the significance of records management (for example; posterity, accountability, transparency and historical background). However the significance of making records a priority in the church is minimal. With a sound records management program in place, such information is safely kept in a conducive environment that ensures that even after many years users will be able to utilize information as per their needs. There is thus a need to make records management a priority.The study therefore recommends robust awareness and sensitization to be carried out, not only among the leaders of the church, but the parishioners as well so that they appreciate the importance of records management as a factor that permits good governance within the church. The church can engage experts in the field of records management to assist in the sensitization of records management within St Bernadette church. Awareness of records management is a stepping stone to achieving the establishment of a

sound records program within the church. When leaders are on board and comprehend the significance of records management, then they will be able to allocate funds and advocate for proper records management in the church (Shepherd 2006).

Objective 2

The second objective was to unearth the records keeping practices taking place at St Bernadette Catholic Church. Firstly the study discovered that there were various types of records created at St Bernadette Catholic Church, which could be those created internally or received externally. The researcher found out that there were various categories of records handled at the church. These included liturgical (church books), administrative (annual reports) and membership details (birth certificates). It is therefore imperative for the church to design a records management program that will manage and ensure preservation of these records. This records management program should be one that is inclusive of all the practices as per ISO 15489-1 (2016) and principles of records management, as well as to align the program with the constitution and operations of the church. Such a program should focus on classification of records, retention and disposition of records, preservation, records audit or survey and access to records (Bosede, 2016). This is to ensure the efficiency of the management of records and church information and to provide resolving strategy currently in place, to address the existing records management problems.

Furthermore, the study established thematic areas such as security of records and organization of records which form part of the practices endorsed by ISO 15489. These were identified as areas that require maximum improvement. For organization of records, the study therefore recommends the church leadership to acquaint themselves with ISO 15489 as an internationally accepted standard for records management. This is important as it enlightens leaders on how records ought to be arranged to serve their purpose of accessibility. The study established that records were just placed in a haphazard manner without following any logical manner. This haphazard arrangement is problematic when trying to retrieve and access records.

Leaders ought to know about the arrangement and description of records in order to enable retrieval of records and access. Arrangement in a chronological manner (provenance and original order), ensures that records are arranged in a way that they are easily retrievable, accessed and also enable easy processing such as classification of the records (Johnson, 2009). The researcher,

therefore recommends the church to understand the significance of organization and arrangement (by acquainting themselves with standardized documentation governing records management) of such records in order to improve the manner in which records are organized. This would enhance easy retrieval of records. The standards include BNARS standards, ISO 15489 (2016) and ICA guidelines.

The study also established that security of records was very poor. The feedback indicated that general records were just placed in an open area in the priest's office, while confidential records were stored in a small lockable cabinet. This could have negative consequences as these may be easily accessed by unauthorized people. There is need for the general records to be kept in a lockable cabinet in order to improve security. Security of records ensures that records are only accessed by those authorized to do so (Bosede, 2016). Good security of records aids in reducing instances of alteration and acquisition of classified information that may incriminate the church. Security of records also ensures that records are available at all times when required for accountability, transparency and litigation purposes. security of the records. This is also a requirement by ISO 15489 (2016) that records carry the collective memory of an institution and therefore mechanisms should be in place to safeguard the collection. The study therefore recommends that the church leadership considers intensifying the security to safeguard such unique and valuable collective memory. The church can employ a full time trained records personnel, installing security cameras and provide lockable cabinets for both general and classified records in order to improve the security of church records.

Objective 3

The third objective was to establish the challenges that hinder proper records management at St Bernadette. Challenges such as lack of policy, lack of records room (storage), unavailability of trained records personnel and limited funds were indicated in the findings. Similar challenges were indicated in works of various scholars such as Ngoepe and Ngulube (2014:111) when they stated that often churches in the ESARBICA region fail to develop and operate a fully-fledged records center due to lack of records management vote, ignorance by leaders and inexperienced records custodians". As per ISO 15489-1 (2016), the study recommends that, the church formulate a policy that will guide the effective management of records. Such a policy will enable the church to establish and operate a records management program that will be in line with the

doctrine of the church as well as in line with bodies that govern or provide regulations and guidance to effective records management. When designing this policy, the church leadership ought to acquaint themselves with documentation standards set by records management regulatory bodies such as ISO 15489(2016), ICA, ESARBICA and BNARS in Botswana. Such documentation will provide guidelines and principles on what to include in order to make a comprehensive policy on records management that is tailor made for the church. The study further recommends thorough reading of various scholars in relation to church records and governance that could in the end enhance St Bernadette records management policy by church leaders.

Church leadership could engage a consultant with robust expertise in the area of records management to come and educate those in church structures about records management and its significance to the church. This consultant can be one of the workers at BNARS or a Lecturer in the department of Library and Information Studies that is well acquainted and versatile with records management. St Bernadette Catholic Church can also benchmark with other churches to establish how they manage their records. Benchmarking would help St Bernadette as a church to understand and appreciate what other fellow churches are engaging in or practicing to attain good management of records in the church.

The study further established that the priest served as the custodian of the records keeping in the church. He may delegate other executive members but he is the one who carries the responsibility of church administration including records keeping. This is however proven by the feedback provided that, it was overwhelming for the priest to undertake various duties such as being the custodian of records and the overall administrator of the church. Therefore the study recommends that the church engage a full-time records keeper with relevant expertise to run the church records unit. Engaging a full-time records expert is in accordance with ISO 15489-1 (2016). The significance of a qualified records custodian cannot be overstated because: they are well versatile with records management policies, principles, processes and practices. For all that happens in the records unit, the records keeper will be rightfully held accountable. Additionally, by virtue of their expertise, qualified staff are aware of privacy and confidentiality, in as far as access is concerned. Last recommendation relates to the need for the church to train leadership in records management to provide a foundation for records keeping as they interact with records as per their duties.

The study established that funding was another challenge that hindered the establishment of a sound records management program. Feedback indicated that there were no equipment and no funds to ensure that records have all tools to be managed correctly. The researcher recommends that awareness be raised to support the records unit initiative such as donation of cupboards, furniture, cleaning material and use labor from the church community in order to reduce expenditure. The monetary donations or pledges could be made to compliment non-monetary donations. Another recommendation is that the church could partition the meeting room to create a records center that will have disaster preparedness mechanisms. The church could improvise and utilize resources available to establish the records unit. For long term purposes, the church leadership could start making records management a priority, by equally allocating funds to the establishment and operations of a records unit in the church. high time records management have

Objective 4

The last objective was on the inseparability of governance and records management within the church. The study found out that the church leadership was aware of what governance is and some practices indicated that they are indeed geared towards the attainment of good governance. Elements such as audits, accountability, transparency and compliance are good governance components that the St Bernadette Catholic church is working towards attaining. However the researcher identified certain gaps that require attention in order to attain good governance. Firstly, to attain good governance there needs to be a sound records management program that captures, processes and preserves records for continued access. A sound records management program enables those who are governed or lead or congregants in this case, to hold their leaders accountable. Records management also ensures that information pertaining to daily activities is managed and shared amongst relevant stakeholders.

ISO 15489 -1(2016), indicates that for every decision made there should be evidence indicating that decision, the one responsible for that decision and the justification regarding the decision or action taken. It is crucial that organizations establish a records management policy that guides how documents and information is maintained and made accessible to the stakeholders in order to promote good governance. Such evidence will be needed by stakeholders to comprehend such a decision as well as to hold the decision maker accountable and responsible for the actions. Poor records management often breeds lack of accountability and corruption (Ozotambgo, 2009). In the

light of this, the researcher recommends the establishment of a sound records program to serve as the cornerstone of good governance.

For audits to be carried out, financial records are used. In order to undertake the audit process the organization ought to have placed and managed all documentation (receipts and bank statements to mention a few) in an orderly manner. These records should be managed to ensure that they depict all the financial transaction that had taken place as well as those involved in those transactions (for evidential purposes). The findings indicated that the handing over of some financial records has not been effective, making it difficult for the gathering and compilation of information needed for audits. This impacts negatively on the audit process.

The researcher thus recommends that the church develop a database that will specifically serve as financial controls to serve the church with records or information that deals with finance. A financial control database will ensure that even when church leadership or management changes, all financial records of predecessors will be available for the audit process at any given time (Freda, 2014). All of the information dealing with finance will be easily retrievable and accessible by those in management.

7.0 AREAS FOR FURTHER RESEARCH

This study was limited to one branch of a particular denomination. It therefore does not really give the status quo of other faith based organizations in Botswana in as far as records management is concerned. A study investigating the state of records management in churches nationwide would be beneficial. Moreover, a study to review state policies and records management in churches could also be fruitful in understanding the role of the state in promoting records management within churches. Finally, studies on the implementation of records management framework in churches could be beneficial, as it would provide the practical knowledge of how churches go about handling, processing and providing all frameworks that enable proper records management within the church.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE (ENGLISH VERSION)

THE ROLE OF RECORDS MANAGEMENT IN PROMOTING GOOD GOVERNANCE AMONG CHURCHES: THE CASE OF ST. BERNADETTE CATHOLIC CHURCH

Questionnaire to be administered to church members and brothers

Dear respondent

I am Kutlwano Ntwayagae, a student currently studying at the Department of Library and Information Studies University of Botswana. As part of the requirement for the award of the Masters Degree in Archives and Records Management, I am undertaking a study on: The role of records management in promoting good governance among churches: the case of St. Bernadette Catholic Church. Kindly fill out the questionnaire as candidly as possible. If the space provided is not sufficient please feel free to use additional sheets. All responses supplied will be used only for academic research purposes. The responses obtained from this study will be used for purposes of this study and none other. If you would like to obtain any clarification on this study kindly contact me at 76080554 or my supervisor, Prof Nathan Mnjama at the Department of Library and Information Studies, University of Botswana, Tel/No. 3552629.

Thank you

Kutlwano Ntwayagae (76454279)

Please place a tick (where options are applicable) to indicate your answer

1. As members of St Bernadette Catholic Church, what is your understanding and significance of records management in the church?

   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   …………………………………

2. What types of records are generated within St. Bernadette Catholic Church?

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………
………
………………………………………..

3. As members of St Bernadette Catholic Church, are you aware of the practices that constitute records management?

   YES ……….   NO……….   DO NOT KNOW................

   If yes then please indicate them below?

   ……………………………………………………………………………………………………
   ……………………………………………………………………………………………………
   ……………………………………………………………………………………………………
   ……………………………………………

4. Does the St. Bernadette Catholic church have any guiding tool that indicates how records and information are handled?

   YES …………   NO………

5. How are your records OR information sources organized?

   ……………………………………………………………………………………………………
   …………………………………………………………………………………..

6. How easy is it for you to access this information as church members (retrieval)?

   ……………………………………………………………………………………………………
   ………………………………………………………………………………………………….

7. Does St. Bernadette Catholic Church have a specific area or office specifically designated for the keeping of church records or information?

   YES……….   NO………

8. What challenges could possibly impede records management in the church?

   ……………………………………………………………………………………………………
   ………………………………………………………………………………………

   How do you think they could be addressed?

   ……………………………………………………………………………………………………
   …………………………………………………………………………………….

9. Who is responsible for managing the records unit/ information centre?

………
……………………………………………………………………

Are they relevant people to records management?

Yes…………   No………….   Do not Know ………

10. How is their service towards clients/ parishioners?

Good………….   Bad…………..

11. Are the records keepers somehow discriminative when you ask for information from them?

Yes………..   No………….

If yes then how?

………
……………………………………………………………………………

12. In your own perspective, do you feel the information and records are safeguarded?

Yes………..   No………….

Please give reasons for your answer indicate above

………
………
………
……………………………………………………………………………

13. What mechanisms are in place to ensure the security of records?

Alarms……….   Document detectors………..   Security cameras………………
Other (specify)..............................

APPENDIX 2: QUESTIONNAIRE (SETSWANA VERSION)

Go motsaakarolo

Leina lame ke Kutlwano Ntwayagae. Ke Moithuti ko mmadikolo, ke dira dithuto tse dikgolwane tsa Maters. Ke tlaabo ke dira dipatlisiso ka BOMOSOLA JWA GO NETEFATSA POLOKO LE TLHOKOMELO YA DIKWALO, DIKITSISO LE DIKITSO TSE DI BOTLHOKWA TSA KEREKE. Ke ne kekaeletsa fa le ka tsaya karoloka go araba dipotsot se di latelang. Ke le itsise fa tsotlhe tse di kwadilweng di ya go dirisetswa dipatlisiso tsa padi e, eseng sepe fela. Gape ke le tshepisa go tsisa padi ee, fa dipatlisiso di fela, ee tla bewang mo matlotlong a kereke. Fa le na le dikakgelo kgotsa dingongorego le ka nteletsa ko 76080554 kgotsa le leletsa morutuntshi wame kwa sekolong, e leng Professor Mnjama ko mogaleng wa 3552629.

Kealeaboga

Kutlwano Ntwayagae (76080554)

Tsweetswee kgwarela go supa karabo ya gago fa go tlhokegang teng.

1. O le mokereki o tlhaloganya eng ka tlhokomelo ya dikitso, dikitsiso le dikwalo, ebile mosolajwa tlhokomelo e ke eng?

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………

2. Ke dikitsiso tsa mofuta efe tse di fitlhelwang mo kerekeng?

…………………………………………………………………………………………………
……………………………………………………………….

3. O le mokereki a o itse tsamaiso ya poloko le tlhokomelo ya dkitso le dikitsiso?
   EE………….. NNYAA……….

   Fa karabo e le ee, tlhalosa ka botlalo tsamaiso e

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………………

4. A go naletsamaisongwe e e fang kaedika go boloka le go tlhokomela dikitsiso kanadikwalo?

EE……….   NNYAA……….

5. Dikwalo le dikitsiso di rulagangwajang ko mabeelong a tsone?

…………………………………………………………………………………………
……………………………………………………………………

6. Le lekereke, le netefatsajang gore bakereki banna le tshono ya go ka lebaleba dikitso kgotsa dikwalo tsa kereke?

…………………………………………………………………………………………
………………………………………………………………………….

7. A kereke e beile lefelo kgotsa kamore ee faphegileng go beela dikitsiso le dikwalo?

EE…………...   NNYAA………..

8. Ke dife dikgwetlho tse di lebaneng tlhokomelo ya dikitsiso?

....
....
....

Le bona dikgwetlho tse di ka rarabololwa jang?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………

9. Kemang yoo o tlhokometseng mabeelo a dikitso le dikwalo?

…………………………………………………………………………………………
…………………………………

A ke motho yoo rutetsweng tiro ya mofuta oo?

EE ………   NNYAA…………...

10. Thuso ee o e boneng kwa mabeelong a dikwalo, jaaka mokereki ke ee ntseng jang?

EE NALENG BOLENG…………   EE SENANG BOLENG………..

11. A bao baba   thusang ko maabelong baa tle ka motlha mongwe basupe kgethololo mo bakereking, fa ba batla go dirisa dikwalo le dikitsiso?

EE……………   NNYAA…………

Fa karabo e le ee, ke mofuta ofe wa kgethololo?

…………………………………………………………………………………………………
………………………………………………………………..

12. Go ya ka wena o le mokereki, a o ona dikitso le dikwalo di babalesegile?

EE……………   NNYAA…………

Faa mabaka a karabo ee fa godimo

…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
………………………………………………………..

13. Ke metlhale efe ya tshireletso ee teng go babalela dikwalo le dikitso?

Dialamo ……..Ditsibosabogodu tsa dikwalo………….

Dikapaditshwantsho tsa tshireletso……..

APPENDIX 3: INTERVIEW GUIDE (ENGLISH VERSION)

THE ROLE OF RECORDS MANAGEMENT IN PROMOTING GOOD GOVERNANCE AMONG CHURCHES: THE CASE OF ST. BERNADETTE CATHOLIC CHURCH

 Interview Schedule for priests, secretaries, parish council chairperson and treasurer.

1. What kind of records does St. Bernadette Catholic Church create?

2 Who is responsible for the creation and recording of St. Bernadette Catholic Church records?

3. What measures are in place to ensure that the records created at St. Bernadette Catholic Church are accurate, complete and reliable?

4. What measures has St. Bernadette Catholic Church put in place to ensure that the records it creates are protected from unauthorized access, destruction and alteration?

5. What purpose do these records serve?

6. Who looks after St. Bernadette Catholic Church records?

7. Is the person managing the church records trained in the area of record keeping?

8. Does the one responsible for records keeping, possess necessary competences?

9. How is their service towards customers?

10. How does St. Bernadette Catholic Church track records within the church?

11. Regarding in active records, how are they handled?

12. How does St. Bernadette Catholic Church ensure security of highly confidential records?

13. How does St. Bernadette Catholic Church ensure that followers access the records without altering the content?

14. Does the church undergo any form of audit both for records and financially?

15. Does the church involve congregants to participate in the budget allocation?

16. Does the church allow for feedback from congregants after presentations of the annual and financial reports respectively, as a way of ensuring fairness and equal participation?

17. Does the church apply financial controls to prevent financial misuse or even fraud?

APPENDIX 4: INTERVIEW GUIDE (SETSWANAVERSION)

BOMOSOLA JWA GO NETEFATSA POLOKO LE TLHOKOMELO YA DIKWALO, DIKITSISO LE DIKITSO TSE DI BOTLHOKWA TSA KEREKE

1. Kedikitsisotsamofuta ofetse di fitlhelwangmokerekeng?

2. Kemangyoo o netefatsang gore go nna le dikwalotse, kgotsayoo o tlhamang dikitsisotse?

3. Keditsetlana di fetse di netefatsang gore tsotlhetse di modikwalongga di kgotlhelesegekamokgwaope?

4. Keditsetlanatsefetsatshireletsego tsa dikwalo le dikitsotse di tengmokerekeng?

5. Mosolawadikitsiso le dikwalotsekeofemokerekeng?

6. Kemangyoo o tlhokometsengmabeelo a dikitso le dikwalo?

7. A kemothoyoorutetswengtiroyamofutaoo?

8. A kemothoyoo o nalengdikitsotsateng?

9. Thuso ee fiwang bakereki le badirisa dikwalo ba bangwekwamabeelongkeeentsengjang?

10. Keeng se setsibosangbatlhokomedikadikitsisotsekatswang di adimilwe?

11. Le bayajangdikwalo le dikitsisotse di dirisiwangkgapetsakgapetsa?

12. Keitshireletsoefeeetengyadikwaloledikitso?

13. Le lekereke, le netefatsajang gore bakerekibanna le tshonoya go kalebalebadikitsokgotsadikwalotsakereke?

14. Aa kereke e etle e amane le kgang ya go dupa dibuka tsa madi le dikitsiso kgotsa dikwalo?

15. Aa kereke e fa bakereki tshono ya go akarediwa go tseyeng tshwetso ka kgaogano ya madi ya ditirelo tsa kereke?

16. Aa kereke e letla bakereki go fa dikakgelo mabapi le padi ya tshoboko ya ditiro le ditirelo tsa kereke, se ele go rotloetsa tsamaiso ee e kgotsofatsang le tekatekano?

17. Aa kereke e nale ditsetlana tse di thusang go kganna tiriso botlhaswa ya madi a kereke le boogodu?

APPENDIX 5: OBSERVATION CHECKLIST

THE ROLE OF RECORDS MANAGEMENT IN PROMOTING GOOD GOVERNANCE AMONG CHURCHES: THE CASE OF ST.BERNADETTE CATHOLIC CHURCH

1. re records arranged in a logical manner?   YES……   NO………..

2. How are the records arranged?   Alpha-numeric……..   Numeric………

3. Are there file indexes?   YES………   NO……….

4. Is there a system used to track files?   YES……….   NO………

5. Are there any retrieval tools? YES………   NO…………

6. Are the records housed in a clean area?   YES……….   NO………..

7. Is there any indication of pest infestation? YES…………..   NO………

8. Are there disaster preparedness mechanisms in place? YES……… NO………..

9. Are the security measures such as cameras in place?   YES……   NO…………

APPENDIX 6: INFORMED CONSENT FORM (ENGLISH VERSION)

PROJECT TITLE

THE ROLE OF RECORDS MANAGEMENT IN PROMOTING RECORDS MANAGEMENTIN PROMOTING GOOD GOVERNANCE AMONG CHURCHES: THE CASE OF ST BERNADETTE CATHOLIC CHURCH.

Principal Investigator Kutlwano Ntwayagae

Mobile number(s)……76454279/74130840

What you should know about this research study:

• We give you this informed consent document so that you may read about the purpose, risks, and benefits of this research study.

• You have the right to refuse to take part, or agree to take part now and change your mind later.

 • Please review this consent form carefully. Ask any questions before you make a decision.

• Your participation is voluntary.

PURPOSE

You are being asked to participate in a research study of: The role of records management in promoting good governance. The purpose of the study is to contribute to the literature and the participants' knowledge. You were selected as a possible participant in this study because of your position. Before you sign this form, please ask any questions on any aspect of this study that is unclear to you. You may take as much time as necessary to think it over.

PROCEDURES AND DURATION

If you decide to participate, you will be invited to take part in providing feedback on the questionnaires which tentatively are to be completed in two weeks. For those taking part in the interview, it shall be scheduled for a week after the questionnaires feedback has been obtained. Finally observations will be carried out a week after obtaining interview feedback.

RISKS AND DISCOMFORTS

This will be a voluntary exercise and therefore if the participant feels the exercise either at the beginning or during the participation is somehow uncomfortable, they are free to cease participation at any point.

BENEFITS AND/OR COMPENSATION

It is important for the participant to understand that the researcher will not in any way make provisions for benefits of any sort except a copy of the final research work.

CONFIDENTIALITY

The researcher vows to maintain utmost confidentiality regarding the feedback provided by the participants and assures participants that they will be treated as anonymous in the study. In addition, the researcher assures participants that their feedback will be used only for the purpose of this study which at the end of the study, a copy of the study will be availed to them,

VOLUNTARY PARTICIPATION

Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relations with the University of Botswana, its personnel, and associated institutions. If you decide to participate, you are free to withdraw your consent and to discontinue participation at any time without penalty. Any refusal to observe and meet appointments agreed upon with the central investigator will be considered as implicit withdrawal and therefore will terminate the subject's participation in the investigation without his/her prior request. In this event the subject will be paid what if owed to him/her or forfeit a proportionate amount of relative payment mentioned earlier in this document. In the event of incapacity to fulfill the duties agreed upon the subject's participation to this investigation will be terminate without his/her consent and no compensation will be offered under these circumstances.

AUTHORIZATION

You are making a decision whether or not to participate in this study. Your signature indicates that you have read and understood the information provided above, have had all your questions answered, and have decided to participate.

Name of Research Participant (please print)   Date

_____   _____

Signature of Staff Obtaining Consent   Date

(Optional)

YOU WILL BE GIVEN A COPY OF THIS CONSENT FORM TO KEEP.

If you have any questions concerning this study or consent form beyond those answered by the investigator, including questions about the research, your rights as a research participant; or if you feel that you have been treated unfairly and would like to talk to someone other than a member of the research team, please free to contact the Office of Research and Development, University of Botswana, Phone: MsDimphoNjadingwe on 355-2900, E-mail: research@mopipi.ub.bw, Telefax: [0267] 395-7573.

APPENDIX 7: INFORMED CONSENT FORM (SETSWANA VERSION)

FOMO YA TUMALANO YA GO TSAYA KAROLO

SETLHOGO SA PATLISISO: BOMOSOLA JWA GO NETEFATSA TIRISO LE TLHOKOMELO YA DIKWALO, DIKITSISO LE DIKITSO TSE DI BOTLHOKWA TSA KEREKE

Mogolwane wa Dipatlisiso: Kutlwano Ntwayagae

Nomore ya mogala: 76080554\74130840

Se o tshwanetseng go se itse ka patlisiso e:

- Re go neela pampiri e ya tumalanoya go tsaya karolo gore o ka bala ka mosola, dikgwetlho le dipoelo tsa patlisiso e.

- O na le tshwanelo ya go gana go tsayakarolo kana go dumelajaanong kana go fetolamogopolomotsamaongyanako.

- Tsweetsweebalapampiri e yatumalanoya go tsayakarolokakelotlhoko. Botsadipotsodipefelapelega o tsayatshwetso.

- Go tsayakarologagagokegaboithaopo.

BOTLHOKWA/MOSOLA WA PATLISISO

O kopiwa go tsayakarolomopatlisissongyaBomosolajwa go netefatsatiriso le tlhokomeloyadikwalo, dikitsiso le dikitsotse di botlhokwatsakereke. Botlhokwajwapatlisiso e, ke go oketsabolengjwamotlobowapabalesego le tlhokomeloyadikitsisoledikitsokakakaretsogammogo le go tsibosabatsaakarolomopatlisisong e. O tlhophilwejaakamoitseanapeka go bomaemo a gago a letla gore o nne le kitsokatlhokomelo le pabalesegoyadikitsiso le dikitso. Pele ga o kabayapampiri e monwana, tlhomamisa gore o botsakagasepefela se o sa se tlhaloganyengkapatlisiso e. O katsayanakoyagago go akanyakayone.

TSAMAISO LE SEBAKA

Fa o tsayatshwetsoya go tsayakarolo, o tlalalediwa go tlatsapampirikadikarabotseditlhokegangeetlatsewangmoragogabeketsepedi. O tlaalalediwa gape go katsayakarolomopotsolotsongkapuoyamolomo le mmatlisisiebebekemoragoga go amogeladikarabotsadipampiritse o tlaabong o di neetsetsabeketsepeditse di fetileng. Kwa bofelong, mmatlisisi o tlaatla go lebakakelotlhokoka fa tiriso le tlhokomeloyadikitso e ntsengkateng, a dira se ka go lebelelamekgwayabatsaakarolo, se setlaadiragalamolebaeng la beke go bo go wediwa.

DITLAMORAGO LE DIKGORELETSI

Patlisiso e, key a boithaopi, mogorayang gore batsaakarologabapatelesege go tsayakarolo. Mme ebile fa e karemotsamaong, balemoge fa bas a tsamaisane le dingwemopatlisisong, bafilwetshonoya go ikgogelamoragokaphuthulogo.

DIPOELO LE/KANA DIKATSO

Mmatlisisi o itsisebatsayakarolo gore batlhologanye gore ga go nke go nne le dikatsodipetsebatlaaatswiwangkatsone fa ese go bona tshonoya go neelwamokwalowapatlisisoyotlhe fa e setse e fleetse.

TSHOMARELO SEPHIRI

Ba tsayakarolobanetefalediwa fa dikarabotsa bone di tlaatsewajaakasephikhpelamarameng. Mme ebilebanetefalediwa fa dikarabotsa bone di ka se dirisiwemomabakeng ape, fa ese a amanang le patlisiso e. la bofelo, batayakarolobatlaasupiwakgotsa go tsewajaakabatlhokaina, go basireletsamomokgwengopemabapi le dikarabotseba di fileng.

GO ITHAOPA GO TSAYA KAROLO

Go aithaopiwa go tsayakarolomopatlisisong e. Fa o tsayatshwetsoya go seke o tseekarolo, ga go kakegaamatirisanoyagago le University of Botswana monakong e etlangkgotsa le makalana a aamanang le yone. Fa o tsayatshwetsoya go tsayakarolo, o gololesegile go kaboelamoragonakonngwe le nngwentlenggatuedisoepe. Ga o kagana go kopana le mmatlisisikanako e le e dumalaneng, go tla a tsewa e le sesuposa gore o ikgogetsemoragommekajalokamanoyagagomopatlisisong e etlabusediwamorago le fa o sa fa kopoepe. Fa o palelwakgotsa o retelelwake go diragatsaditumalanotse di dumalanwengtsa go tsayakarolomopatlisisong e, kamanoyagagomopatlisisong e etlaemisiwa o sarerisiwa e bile o safiwaphimolakelediepe.

TESELETSO

O diratshwetsoya go tsayakgotsa go seke o tseekarolomopatlisisong e. Monwanawagago o supa fa o badile e bile o tlhalogantseditlhalosotse o di filweng fa godimo, e bile dipotsotsagagotsotlhe di arabesegile, gape o tseretshwetsoya go tsayakarolo.

_____   _____

Leina la motsayakarolo (kwala)   Letsatsi

_____

Monwanawamotsayakarolo kana moemedi

_____

Kamano le motsayakarolo

_____   _____

MonwanawamosupiMonwanawammerekiyo o tsayangtumalano

(Fa o batla)

O TLA A NEELWA PAMPIRI E NNGWE YA TUMALANO GORE O E BEE SENTLE

Fa o na le dipotsotse di amanang le patlisiso e, kgotsatumalano e ntlenggatse di arabilwengkemmatlisisi, gammogo le dipotsokagapatlisiso e, ditshwanelotsagago o le motsayakarolo; kana o akanya gore gao a tsewasentle, katswee-tsweeutlwa o gololesegile go kaikgolaganya le baofisiyapatlisiso le ditlhabololo (Research and Development) ko University ya Botswana, mogala: Mme Mary Kasulemo 355 2911/2900, Email: mary.kasule@mopipi.ub.bw Telefax (0267) 395-7573

APPENDIX 8: WORK PLAN

Action Item	Details	Time Frame
Establishment of a research topic	The researcher gathered necessary information which aided in the formulation of the research study topic. This led to the identification of the topic which is: The role of Records Management in promoting good governance among churches, the case of St Bernadette Catholic Church.	3 weeks
Establishing problem statement.	With the aid of the relevant literature, the researcher was able to identify the problem statement. Objectives for the study were outlined.	1 week
Provision of Case Description and literature review	Location of the study and target population was identified. Moreover relevant studies were reviewed as a benchmarking technique. This was to solicit their findings in relation to this research study.	3 days
Constructing methodology	Through the literature review, relevant research tools were identified, the unit of analysis was established and the research paradigm (interpretive) suitable for the research was selected.	3 weeks
Establishing theoretical framework	ISO 15489 was selected in order to serve as a guide for the research instruments and data collection needed for the research study.	1 Week
Data collection	Questionnaire and Interview were developed as instruments to solicit valuable information from the target population. This was guided by the constructs from the theoretical framework ISO 15489	1 Week

Preparation for defense	The researcher consolidated all the work and bound a comprehensive research report	2 Weeks
Defence	Defending the proposal	1 day
Report for ORD	The researcher used the corrections gathered from the defence in preparation for submission to the ORD.	5 Weeks
Clearance and corrections from ORD	The researcher acquired clearance and comprehensive corrections and recommendations by ORD	2 Weeks
Clearance permit an submission to the church	The researcher was granted and served with permit letter which later was submitted to St Bernadette Catholic Church, to collect the data.	3 days
Data collection process	The researcher administered questionnaires to the brothers and congregants selected for the study. The researcher also conducted one on one interviews with the selected participants. Finally the researcher made observations to conclude the data collection.	2 weeks
Pre analysis	The researcher carried out a pre analysis to determine the gaps in the data collected. This was to enable the researcher to re-visit the participants if the data was found to be insufficient or uncertainty.	2 weeks
Re-visit of data collection	The researcher identified gaps and went back to gather more data for beef up.	1 week
Final data analysis	The researcher went on to carry out data analysis process.	3 weeks
Corrections of data analysis	The researcher submitted the data analysis for supervisor's advice and attended such corrections.	3 weeks

Interpretation of findings	The researcher began data interpretation process.	3 weeks
Corrections of interpretation	After data interpretations, the researcher submitted for supervisory advice and attended such corrections.	2 weeks
Commencement of final chapter.	The researcher engaged on the chapter six, which is the summarization of findings, drawing conclusions of the study as well as making recommendations.	3 weeks
Corrections of chapter six	The researcher made relevant corrections as per advice from the supervisor	2 weeks
Compilation of all chapters	The researcher compiled the whole document and submitted the document for comprehensive advice.	3 weeks
Final submission	The researcher wrapped up the whole document and submitted the final document for examination.	3 weeks

APPENDIX 9: BUDGET

Item	Amount (Pula)	Break down of items
Personnel	2100	Two Research Assistants for assisting in the collection of dataP300/day for 7 days each = 2100
Consumables	332	Printing paper, photocopying 73 questionnaires x 4 pages @ P1.00/page = 292 8 Interview Guides x 5 pages @ P1.00/page = 40
Equipment	4,600	Laptop x 1 = 3,400, Tape/voice Recorder x 1 =1,200 = 4,600
Transport	1,225	Transport fee @ P7.00/Day for 175 days =1225
Total sum:	**P8,257**	