RECORDS MANAGEMENT IN FRIENDS CHURCH (QUAKERS) IN KENYA

By

JANE FRANCISCA MATASIO
(Student No. 39240002)

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SUPERVISOR: PROF. TB VAN DER WALT

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SUMMARY

This study focused on records management in churches, particularly the Friends Church (Quakers) in Kenya. The study sought to find out the record types and formats created or received, establish records management systems currently being used, investigate the challenges faced in managing the records, and assess the status quo in records management as well as recommend possible solutions for the Friends Church in Kenya. Both qualitative and quantitative were used to collect data from the field. Through interviews, data was collected from pastors, church administrators, and church members. Exploratory research design was adopted in conducting in-depth interviews among the participants in order to understand records management practices in the Friends Church in Kenya and provide recommendations for improvement. Purposive sampling technique was adopted to select a sample size of 24 participants who included individuals with relevant information about records management in the Friends Church in Kenya. The response rate for this study was 100 percent.

The study discovered that records created or received by the Friends Church in Kenya were not properly managed. This was due to lack of an electronic system of records management, inadequate qualified personnel to manage records, inaccessible records when needed, lack of fire protected cabinets, poor leadership, among others. These culminated to time wastage in churches, conflicts, overspending on various church activities, unproductivity, loss of file(s) that contain vital information, poor organization and culture, and some committed church members left the church.

The Study concluded that for the Friends Church to achieve operational efficiency, it is important that the church leadership establish records management offices that are equipped with requisite resources to effectively manage paper based records and electronic records.

KEY TERMS: Records; Records management; Records keeping; Church records; Church archives; Friends Church.
DEDICATION

I dedicate this work to the Almighty God for His divine ability to bring me this far. More so, to my family for their support and encouragement throughout my studies.

May God continue to keep you and bless you abundantly.
ACKNOWLEDGEMENT

I acknowledge and appreciate my supervisor Professor Thomas Van der Walt whose intellectual, professional guidance and supervision to this study is immeasurable. Sir, I salute you for your commitment and believing in me.

I direct my appreciation to the Friends Church in Kenya, especially the four yearly meetings in Nairobi, Bware, Kaimosi and Lugulu, for allowing me to conduct the study in their various churches. A special thank you to my direct participants. Their commitment and contribution assisted me in the data collection, presentation, interpretation, summary, conclusion and recommendation as provided in chapters 4, 5 and 6, respectively.

My deep appreciation to Mr. Polycarp M. Odimu, Research Analyst at Research Training and Consulting Limited, for his professional support in conducting in-depth interviews with respondents, analysing and interpreting statistical related issued.

Finally, I acknowledge the support and sacrifice that my family has accorded me to reach this level in my academic life through their endless inspiration and motivation. I salute you.

Thank you all and God Bless you.
DECLARATION

Student number:    39240002

I declare that Records Management in Friends Church (Quakers) in Kenya 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

30th August, 2017

Jane Francisca Matasio
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## LIST OF ABBREVIATIONS AND ACRONYMS

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<th>Full Form</th>
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<tbody>
<tr>
<td>AICs</td>
<td>African Independent Churches</td>
</tr>
<tr>
<td>AS</td>
<td>Australian Standards</td>
</tr>
<tr>
<td>EDMS</td>
<td>Electronic Document Management System</td>
</tr>
<tr>
<td>ERMS</td>
<td>Electronic Records Management System</td>
</tr>
<tr>
<td>FCK</td>
<td>Friends Church in Kenya</td>
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<tr>
<td>ICA</td>
<td>International Council on Archives</td>
</tr>
<tr>
<td>INSAR</td>
<td>Information Summary on Archives</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organisation for Standardization</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>NYM</td>
<td>Nairobi Yearly Meeting</td>
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<tr>
<td>PCLT</td>
<td>Pietermaritzburg Cluster in Theological Libraries</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<td>YM</td>
<td>Yearly Meetings</td>
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CHAPTER ONE
INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

Records management is a vital tool for organisations in addressing issues related to governance, compliance and retention. The primary function of records management is to facilitate organisations to conduct business in an efficient and accountable manner (Shepherd, 2006). Also, it ensures compliance with legally mandated record keeping requirements, and enhances easy accessibility to recorded information when required irrespective in media (Saffady, 1999).

Although record keeping has been around for a long time, records management can be traced back to around 8,000 B.C., when people in southern Mesopotamia began using clay tokens that had different shapes, markings and numerical notations for counting and record keeping. Thomas, Schubert and Lee (1983) believe that this combination was the first writing system known as cuneiform, which used wedge-shaped characters. Mazikana (1990) and Posner (1972) have also suggested that it was not until people became literate that records keeping really took off.

Records are essential for effective and efficient administration and, over the years, records have been used to provide information for planning, decision making and formed the foundation for government and organisations’ legality and accountability (Norris, 2002; Wakeling, 2004). Unfortunately, the management of records has often not been effective during this lifecycle period, and it has been poorly managed, thus becoming a liability, by hampering operations and draining resources because of insufficiency and redundancy of the records kept for audits or organisations’ litigation (Norris, 2002).

In this regard, records management has been identified as a core function for operational efficiency, not only in public organisations but also in private and religious ones. Religious organisations are viewed by the society as important institutions for nurturing good morals within the community, through various administrative activities. Churches, for example, are tasked with the admission of members who have gone through communion, baptism and membership classes. These churches receive and generate records from these activities which
need to be managed in an efficient and accountable manner in order to access them when and if required, irrespective in the information nature (Johnson, 2009; Claveil, 2012; Nelson, 2007).

As scholars would attest (Quible 2006; Millar, 2010; Seton & Smalley, 2003), churches have put in considerable effort to preserve vital records. The accessibility of churches vital information helps in creating an environment of orderliness in their transactions. Johnson (2009) attests that mainstream churches like the Presbyterian Church have taken the initiative to acquire and preserve records and historical materials that have lasting evidence. Bergon (1991) and Sumners (2012a) concur that churches such as the African Independent Churches of South Africa records preserved at the church archives serve as a source of reference for vital statistics in the church and tracing one’s genealogy. Presuitti (2011) also states that records management in churches entails retaining active valuable records to church operations and disposition in records through destruction or preservation.

Although valuable initiatives are being undertaken by churches to ensure proper preservation of vital records, efficient management of these records remains a challenge. Records are only viewed important by the church leadership when a crisis has occurred, and the required records are either unavailable, lost or destroyed (Bowrin, 2004; Sumners, 2012b). Poor records keeping practices in churches has been attributed to lack of skilled personnel in charge of the records, low priority given to records’ care, and inadequate funding to proper records management by church authorities (Sweeney, 1986; Ngoepe & Ngulube, 2014; Sumners, 2012a). When the church records are impeded by poor records management systems, it is impossible for the leadership and administrators to be held accountable for their actions (Adam, 2006; Akotia, 2003; Cook, 2006; World Bank, 2013). In this regard, churches operational success is dependent upon the implementation of effective records management practices that enhance accessibility to required recorded information for strategic decision making. Hence, this study examines how records management practices are embedded in the Friends Church in Kenya operations.

1.2 Contextual Setting: Friends Church
The Friends Church, originally called the Society of Friends, is a Protestant Christian institution that was founded in the 17th century in England under the leadership of George Fox (Calhoun, 1994). The Friends Church grew rapidly in spite of the persecution of the
Church of England and spread to other countries including colonial America (Calhoun, 1994). Currently, there are approximately 350,000 people worldwide who identify themselves as Friends in Africa and the USA, with fewer adherents in Europe, Middle East, Asia and the West Pacific.

In Kenya, the Friends Church mission station was set up by Arthur Chilson, Edgar Hole and Willis Hotchkiss in 1902 at Kaimosi, in the present day Vihiga County in the Western area in Kenya and later became the East Africa Yearly Meeting (Painter, 1966). The Friends Church is organized into 16 yearly meetings. Fifteen of these yearly meetings are based in the Western area of Kenya; specifically, Bware Yearly Meeting based in Suna, Central Yearly Meeting based in Lirhanda, Chavakala Yearly Meeting based in Chavalai, Chwele Yearly Meeting based in Chwele, East Africa Yearly Meeting (Kaimosi) based in Tiriki, East Africa Yearly Meeting based in Kitale town, East Africa Yearly Meeting (North) based in Kitale town, Elgon Religious Society of Friends based in Lugulu, Kakamega Yearly Meeting based in Kakamega, Lugari Yearly Meeting based in Turbo, Malava Yearly Meeting based in Malava, Vihiga Yearly Meeting based in Vihiga, Vokoli Yearly Meeting based in Wodonga, Tuloi Yearly Meeting based in Kasabet, Soy Yearly Meeting based in Soy; while the 16th one is the Nairobi Yearly Meeting based in Nairobi (Lumb, 2012).

The vision of the Friends Church is committed to the task of preaching and teaching the Gospel of God’s love and salvation to all mankind (The Constitution of Friends Church - Quaker Nairobi Yearly Meeting, 2006). Friends Church in Kenya is the national-level umbrella organisation for the Church in Kenya. It is an association of the affiliated yearly meetings that allows them to operate together at a national level. However, the affiliated meetings in the Friends Church have complete legislative, judicial and administrative authority over their constituent meetings and members, through the provision in advice and instructions when requested or when deemed necessary.

1 2.1 Records management in Friends Church in Kenya
The Friends Church, founding teaching and practices under the leadership of George Fox as the founder, calls for the need for proper records keeping (Calhoun, 1994). Fox emphasised the importance of good record keeping for all business meetings. The church’s history of meticulous records is attributed to assigning records management responsibility to specific office holders (Thoborrow, 2007). The greatest achievement the Church has derived from
defined responsibility and accountability in regards to records keeping practices is extensive written records dating to 1600s on meeting minutes, births, marriages, memberships, burials, memorial and records related to specific disciplines (Calhoun, 1994).

Records management practices in the Friends Church in Kenya are as old as the Church. Painter (1966) indicates that the early missionaries were keen to uphold George Fox’s advocacy for proper record keeping in business sessions. As noted by Painter (1966) and Rasmussen (1995), the early missionaries kept records of various activities from evangelical, education, medical and industrial ministries. The church records kept by the early missionaries, as early as 1902, were business session minutes, property title deeds for approximately 1,000 acres, pay rolls for workers, patients medical records and learning institutions records. In 1946, the Five Years Meeting in America declared that the East Africa Yearly Meeting of the Friends Church manages its own church operations. The established East Africa Yearly Meeting approved a committee whose membership consisted of a presiding clerk (chair), recording clerk (secretary) and treasurer to run the business sessions of the church. The recording clerk was charged with keeping accurate records of all business meetings and the practice has been maintained to date.

Friends Church in Kenya is the organisation of choice for this case study because; first, it has been in existence over a century. Second, it promotes spiritual nourishment, and participates in economic and social development; third, it has defined administrative structures; and finally, records received or generated require proper management.

1.3 Statement of the Problem

Records are important information assets that need to be properly managed as are other resources (Mclead et al., 2011). The information extracted from received or generated records is viewed as a critical corporate resource in organisations’ economic development (Mrwebi, 2000). The appropriate use of this information asset improves strategic decision making and organisational administration (Ittner & Larker, 2003; Langemo, 1995; Mclead, 2002; Kennedy & Schuder, 1994).

As mentioned in section 1.1, public and religious organisations are required to adopt a systematic and organised approach in managing records to facilitate the free flow of records and easy accessibility of information for reference purposes. Ngoepe and Ngulube (2013)
point out that records management is not valid as an essential component for corporate governance in public and private institutions. Mnjama (2003) concurs weak records keeping systems in most organisations hinder easy accessibility of the required information.

In the case of the Friends Church, the researcher is a member of the Church and has observed that records are not properly managed, which contravenes the Church’s advocacy for proper records keeping practices. Although records keeping responsibilities in the church are assigned to recording clerks, records management problems in the Church include, among others: incomplete information; and lack of skilled personnel and ideal storage infrastructure, forcing members to keep vital records in their homes. This could adversely affect operational efficiency of the Friends Church.

There is inadequate research on records management practices in Friends Church in Kenya. It is not known whether records management practices in the church is formal or informal. Therefore, this prompted the researcher to conduct this study.

1.4 Purpose of the Study

The purpose of this study was to investigate the current records management practices in the Friends Church (Quakers) in Kenya. Based on the findings, the study makes recommendations on how to improve records management practices in church.

1.5 Objectives of the Study

The objectives in the study include:

(a) To find out the records types and formats created or received by the Friends Church in Kenya
(b) To establish records management systems currently being used by the Friends Church in Kenya
(c) To investigate the challenges faced in managing the records in the Friends Church in Kenya
(d) To assess the present status quo and recommend possible solutions

1.6 Research Questions

The study was guided by the following questions formulated from the objectives:
(a) What types and format in records are created or received by the Friends Church in Kenya?
(b) Which records management systems are used in managing records in the Friends Church in Kenya?
(c) What challenges are being experienced in managing records in the Friends Church in Kenya?
(d) What strategies are being applied to address the challenges in managing records in the Friends Church in Kenya?

Table 1.1: Research question and data collection instrument for each objective

<table>
<thead>
<tr>
<th>Objective</th>
<th>Research Question</th>
<th>Data collection instrument</th>
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<tbody>
<tr>
<td>a. To find out the records types and format created or received by the</td>
<td>What record types and format are created or received by the Friends Church in</td>
<td>Literature study and interviews</td>
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<tr>
<td>Friends Church in Kenya</td>
<td>Church in Kenya?</td>
<td>guide</td>
</tr>
<tr>
<td>b. To establish records management systems currently being used in</td>
<td>Which records management systems are used in managing records in the Friends</td>
<td>Literature study and interviews</td>
</tr>
<tr>
<td>managing records in the Friends Church in Kenya</td>
<td>Church in Kenya?</td>
<td>guide</td>
</tr>
<tr>
<td>c. To investigate the challenges faced in management in records in the</td>
<td>What challenges are being experienced in managing records in Friends Church in</td>
<td>Interviews guide</td>
</tr>
<tr>
<td>Friends Church</td>
<td>Kenya?</td>
<td></td>
</tr>
<tr>
<td>d. To assess status quo and recommend possible solutions</td>
<td>What strategies were being applied to address challenges in managing records in</td>
<td>Interviews guide</td>
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<td></td>
<td>Friends Church in Kenya?</td>
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1.7 Importance and Relevance of the Study

Literature review reveals that studies conducted in Kenya focused on government and private institutions (Ambira & Kemoni, 2011; Kemoni, Wamukoya & Kiplangat, 2003; Mnjama, 2003). There are very few studies on church records management reported in the literature.
This study makes a modest contribution to a review of records management in Friends Church in Kenya. The study investigated factors that support or hinder effective records keeping practices.

The findings enlighten the church leadership on the importance of records management in church administration and offer valuable lessons to other church organisations in Kenya on the need to explore their records keeping requirements for effective management of recorded information irrespective of the format. In addition, the study contributes to the body of knowledge on records management in religious organisations, and forms a platform for future research on church records management. The study makes appropriate recommendations on how to improve records keeping practices through capacity building and development of records management policy.

1.8 Scope and Limitations of the Study

In any research study, the scope and limitation are critical aspects in the investigation indicating a starting and end point. The scope of the study refers to the area to be included in the research methodology. Limitations of the study are areas that may not be included in the research due to constraints such as time, geographical boundaries and budget. In support, Bak (2004) states that any research study being undertaken must have distinct boundaries indicating the start and end to make the study manageable.

The scope of the study was limited to an investigation into the records management practices at the Friends Church in Kenya. However, while the Friends Church in Kenya has sixteen yearly meetings, this study focused only on four yearly meetings; namely, Nairobi Yearly Meeting, Bware Yearly Meeting, Elgon Religious Society in Friends, and East Africa Yearly Meeting (Kaimosi) due to time and financial constraints. The participants were limited to the ordinary church members, church clerks, pastors and church administrators because these groups participate in the church activities and operations.
1.9 Definition of Key Concepts

1.9.1 Church Records
The records are created by churches, religious orders, faith traditions or faith practices in the course of their activities and form the early history of many institutions and services that have been incorporated into state run services (Eberhard, 2013).

1.9.2 Church archives
Church archives are non-government archives that include collection items that may not conform to an orthodox definition of “records”. Church archives include: collection of textiles, books, ceramics, metal objects, and sacred relics (Eberhard, 2013).

1.9.3 Records management
This has been defined differently by scholars. For example, Saffady (1999:2) defines it as: “the systematic analysis of recorded information in all information formats associated with business activities of organisations.” Thomas (1983:2) defines it as: “the planning and controlling of records from the time of their creation until their disposition.” This forms the basis for the International Organisation for Standardisation (2001) definition of records management (ISO 15489-1) as: “…the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records including processes for capturing and maintaining evidence of and information about activities and transactions in the form in records.”

1.9.4 Record keeping system
This is a paper-based or electronic system that collects, organises and categorises records and facilitates their use, retrieval, disposition and preservation. Daniel and Walch (1984:38) define a record keeping system as: “the process of creating and maintaining complete and accurate records in business activities.” International Organisation for Standardization-ISO 15489-1(ISO 15489-1:2001) defines it as: “…an information system which captures, manages and provides access to records through time (ISO 15489-1).”

For purpose of this study, a record keeping system entails the equipment, materials and staff necessary to maintain effective and efficient control and management of recorded information.
1.9.5 Yearly meeting
The term used by members of the Religious Society of Friends or Quakers, to refer to an organisation composed of constituent meetings or churches within a geographical area (Dandelion, 2007).

1.10 Research Methodology

1.10.1 Research approach
Research is an organised inquiry that seeks to find answers to questions and solutions to problems with a view of generating new knowledge or understanding the subject (Krishnaswam & Sayaprasal, 2010; Bushaway, 2003; & Roberts, 2007). As noted in Kothari (2004), quantitative and qualitative approaches are commonly used to search for pertinent information on a specific topic under study. In quantitative approach, research is based on the measurement of quantity or amount (Patton, 2002); while qualitative approach uses a naturalistic approach to understand a phenomenon in a “real world setting” without manipulating the phenomenon of interest (Patton, 2002). The mixed method approach encompasses both quantitative and qualitative methods.

In this study, the researcher adopted both qualitative and quantitative approaches in order to understand participants’ feelings, values and perceptions that underlie and influence their behaviour in records management in churches, and identify the facts on records management. In addition, the study examined specific issues such as current records management practices, challenges and the mitigations being undertaken to alleviate areas in weakness.

1.10.2 Research design
Krishnaswam and Satyaprasad (2010) describe research design as a logical and systematic plan prepared for directing a research study. The research design specifies the key components and rationale for the choice of research strategy in relation to research questions (Denscombe, 2009). As noted by Baban (2009), the main objective of a research design is to define the type of research undertaken. The common types of research designs are descriptive, explanatory and exploratory. Descriptive research is appropriate to research situations that describe phenomena as they exist (Baban, 2009). Explanatory research looks for explanations of the nature of certain relationships (Gray, 2009), and it tends to tackle new problems on which little or no previous research has been done (Brown, 2006).
In this study, the researcher adopted an exploratory design to conduct in-depth interviews among the participants in order to understand records management practices in Friends Church in Kenya and provide recommendations for improvement.

1.10.3 Population

In research, population refers to: “the entire group in persons or set in objects that possess at least one common characteristic, which the researcher wants to study” (Neuman 2006: 201). The researcher, therefore, defines population as a group of units that are chosen to assist in obtaining the relevant data. For the purpose of this study, data was collected from three categories of people to ensure fair representation; ordinary church members, church clerks, church administrators and pastors.

The Friends Church in Kenya has sixteen yearly meetings based in five regions; namely, Southern, Rift Valley, Northern, Eastern, Western and Nairobi. The fifteen of the yearly meetings are held in the Western region, while one is held in the Nairobi region which also covers Southern, Rift Valley, Eastern and Northern regions. The sample in the study was drawn from four yearly meeting as shown in Table 1.2.

Table 1.2: Yearly meeting and sampled respondents

<table>
<thead>
<tr>
<th>Yearly meeting</th>
<th>Sampled respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Africa Yearly Meeting (Kaimosi)</td>
<td>• 2 Ordinary church members in 50 years in age and above</td>
</tr>
<tr>
<td></td>
<td>• 2 Pastors</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Clerk</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Administrator</td>
</tr>
<tr>
<td>Elgon Religious Society in Friends (Lugulu)</td>
<td>• 2 Ordinary church members in 50 years in age and above</td>
</tr>
<tr>
<td></td>
<td>• 2 Pastors</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Clerk</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Administrator</td>
</tr>
<tr>
<td>Bware Yearly Meeting</td>
<td>• 2 Ordinary church members in 50 years in age and above</td>
</tr>
<tr>
<td></td>
<td>• 2 Pastors</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Clerk</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Administrator</td>
</tr>
<tr>
<td>Nairobi Yearly Meeting</td>
<td>• 2 Ordinary church members in 50 years in age and above</td>
</tr>
<tr>
<td></td>
<td>• 2 Pastors</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Clerk</td>
</tr>
<tr>
<td></td>
<td>• 1 Church Administrator</td>
</tr>
<tr>
<td>Total (4 Yearly Meeting)</td>
<td>24 sampled respondents</td>
</tr>
</tbody>
</table>
1.10.4 Sampling procedure
Wilson (1993:175) describes sampling as: “the process of selecting a number of individuals from which to collect data.” In this study, the researcher viewed sampling as a process or technique of selecting a representative part of the population for the purpose of determining characteristics of the whole population.

Neuman (2006) identifies two types of sampling techniques as probability sampling and non-probability sampling. In probability sampling, different units of the population have an equal chance of being selected for the sample. Different types of the probability sampling technique are simple random sampling, stratified sampling, and cluster sampling. In contrast, a non-probability sampling is where not all the different units in the population have the same chance of being included in the sample. Examples of non-probability sampling include: haphazard sampling, quota sampling, snowball sampling, sequential sampling and purposive sampling.

For purposes of this study, the purposive sampling technique was adopted to select individuals with relevant information to the study (Aina & Ajifuruke, 2002). The subjects were deliberately selected based on their knowledge of the Friends Church of Kenya’s activities. They are also directly involved in handling of records, in terms of the church transactions, or have requested for information from these records.

1.10.4.1 Sample frame
A sample frame refers to: “a set of elements from which a researcher can select a sample of the targeted population” (Weathington, Cunningham & Pittenger, 2012:161). A sampling frame defines the eligible members of the population to be included in a given sample. This is because population representatives differ in terms of capability or knowledge when providing information about the problem under investigation. In this study, the researcher arranged a list of all categories of the population to facilitate random selection of individual participants. The four categories chosen to represent the population were; ordinary church members, church clerks, church administrators and pastors because of their understanding of church activities and operations.
1.10.4.2 Sample size
Sampling size refers to the number of sample units selected for the contact or data collection. Patton (2002: 243) states: “there is no firm establishment of criteria or rules for the sample size in a qualitative research.” In support, Morse (2000) observes that the sample size depends on the consideration of a number of factors such as: the quality of data, the scope of the study, the number of interviews per participant, availability of resources and time, the qualitative method and study design used. In qualitative research, the number of cases sampled is often small because qualitative investigation aims for depth as well as breath. For purposes of this study, the sample size for the in-depth interviews compromised of 24 respondents. Out of the total sample size, 4 church officials were targeted from the 4 yearly meetings totaling 16 respondents including pastors, church clerks and church administrators. This group was directly or indirectly responsible of handling church records. The second group of respondents targeted 2 church members in each of the 4 yearly meetings, totaling 8 respondents. The group was chosen based on their ability to express their views on church records’ management.

1.10.5 Data collection instruments
Different methods of data collection are usually used in qualitative research. In this study, the data collection methods included, among others, the reviews of published and unpublished literature, face-to-face personal interviews, and direct observations (Creswell, 2003).

1.10.5.1 Published and unpublished sources
The review of relevant published and unpublished sources to the research topic provides an overview of records management practices in church organisations. The published and unpublished literature reviewed includes; abstracts, books, and articles from journals, internet resources and grey literature. In this study, a critical literature review provided the researcher with an insight in research strategies and methodologies that were appropriate for the research study.

1.10.5.2 Interviews
Interviewing refers to a two-way systematic conversation between an investigator and an informant, initiated for purposes of obtaining relevant information to a specific study. Freg and Oishi (1995:1) define an interview as: “a purposeful conversation in which the interviewer asks prepared questions and the interviewee answers them.” This approach allows
the participants to get involved and interchange their views on research topics as well as gain knowledge from each other. In addition, the interviewees are able to express their perceptions, relevant experiences and interpretation to the research topic.

In this study, the researcher adopted qualitative and quantitative face to face personal interviews with the respondents using interview schedules. However, additional questions were asked that had not been anticipated in the beginning of the interview to explore new leads not initially considered. The researcher explained or rephrased questions in the event that the respondents were unclear about the questions. The deliberations of the interview sessions were recorded by taking notes for purposes in data analysis and presentation.

1.10.5.3 Direct observation

Saunders, Lewis and Thornhill (2000:89) describe observation as: “a systematic process of observing, recording, describing, analysing and interpreting people’s behaviour.” In this study, a natural observation approach was used to directly observe participants in the context of natural settings to verify, nullify and supplement information gathered through face-to-face encounters.

According to Koul (1996), note-taking is commonly used for collecting observational data in order to produce meaning and understanding of situations under study. For this study, observation notes were hand written, taken either at the time or immediately afterwards on the following areas among others:

- Physical settings- structural and organisational features,
- Participants’ roles in the settings,
- Activities that participants carry out, and
- Meaning in participants’ observed perceptions.

Further to the above discussions on the direct observation method, information was sought by researcher’s own direct observations to realities in situations under study.

1.10.5.4 Reliability and validity of the instrument

Reliability and validity are key aspects in the research process that assure credibility and trustworthiness of research findings. Sanrantakos (1997: 80) views reliability as: “the ability
of research methods and concepts used to appropriately describe what they ought to describe. Validity, on the other hand, is concerned with the extent a study demonstrates what actually exists and measures what is supposed to be measured.”

In this study, the reliability and validity instruments for data collection were validated through engagement of multiple methods such as: pre-testing of data collection instruments with six respondents not targeted to participate in the main study, recording, selecting informed respondents, using interview guide with standardized questions, recording accurate data from the respondents, and providing a comprehensive explanation in the research findings.

1.10.6 Data analysis and presentation
The data collected from the respondents was analysed and the researcher adopted an interpretive approach to present holistic views of the data. The researcher describes the research findings using the Statistical Package for Social Scientists (SPSS version 23.0) and presents it in form of frequency tables, charts and graphs.

1.10.7 Ethical considerations
Wells (1994: 284) describes research ethics as: “the appropriate or accepted behaviour a researcher ought to adopt during the research process in order to promote the aims of research and ensure that researchers are held accountable to the public.” Edward and Mauthner (2002) support this and indicate that research ethics relate to moral deliberations, choice and accountability of researchers throughout the research process. In essence, research ethics are norms of conduct that take into account the rights, safety and well being of respondents. For this study, the ethical issues included ensuring anonymity and confidentiality of respondents, ensuring informed consent of the respondents, avoiding to cause psychological harm to respondents, and acknowledged use or quoted resources in the reference section of the research report.

1.11 Organisation of the dissertation
The organisation of this dissertation shows how the chapters are arranged and explains the scope covered by each chapter. This dissertation has preliminary pages and consists of six chapters as follows:
Preliminaries include: the title page, declaration, instruct, dedication, acknowledgements, table in contents, lists in tables and figures, list of abbreviations and acronyms, and list of appendices.

Chapter one on introduction sets the stage of the study by giving a general background, statement in the problem, aim and objective, research questions, delimitation and significance of the study. A brief introduction of the research methodology is discussed. This chapter sets the foundation for the other chapters by narrowing down the issues to be investigated.

Chapter two on literature review discusses relevant topics based on the set objectives of the study. It comprises of theoretical framework, general literature and empirical literature from previous related studies.

Chapter three on research methodology contains a description and explanation of research approach, research design, target population, sampling techniques, instruments of data collection, data collection techniques and analysis, validity and reliability, and ethical consideration.

Chapter four presents the findings of the study on demographic profile of the respondents, church activities that require records keeping, management of records created and received by the churches, poor records keeping practices in churches, adoption of information technology in records keeping in churches, and recommendations in improving record management in churches.

Chapter five interprets the findings in the study arising from the results presented in chapter four. The interpretation is done in line with relevant literature reviews provided in chapter two.

Chapter six concludes the study and recommends solutions based on the findings in the study.

The next chapter, chapter two, presents justification for the value in managing records in an organisation and provides overviews of records, records management and archives management. The chapter also presents records management in churches with focus on Friends Church in Kenya.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews and provides synthesised literature relating to records and archives management. The chapter reviews not only records management frameworks and their importance to the study, but also empirical studies. The literature review themes which are derived from the study objectives include: records types and formats, records management systems, role of records and archives management, records management models and identified research gaps.

The literature reviews guide the research process in the selection of available documents both published and unpublished that are relevant to the study (Baban, 2009 and Jupp, 2006). The comprehensive reviews describe the history of the research topic, highlighting the key literature sources, illustrating major issues for refining further research questions and objectives. The literature reviews enabled the researcher to build on studies in previous scholars (Gray 2009; Saunders, Lewis & Thornhill, 2000).

According to Jupp (2006), literature review is the process of reading, analysing, evaluating and summarising critical points of current knowledge on a research topic. Baban (2009) agrees that literature review is important in the selection of available documents both published and unpublished that are relevant to the area of study. The reviews of the literature guide the research process as follows:

- It enables the researcher to eliminate re-inventing the wheel for every new research question,
- It enables the researcher to formulate an opinion on the existing sources of evidence,
- It clarifies the theoretical issues associated with the research questions, and
- It gives the researcher the opportunity to build on other scholars’ work.
Similarly, Saunders, Lewis and Thornhill (2000) and Gray (2009) point out that a comprehensive literature review:

- Provides an up-to-date understanding of the research subject, significance and structure;
- Identifies inconsistencies and gaps in knowledge that are worthy for further investigation;
- Assists future researchers in understanding why the research was undertaken and helping others to replicate the research process; and
- Helps researchers choose the most effective methodology to employ for the current study.

This demonstrates that a comprehensive review of literature describes the history of the research topic, highlighting the key literature resources, illustrating major issues for further research questions and objectives. Therefore, literature reviews enabled the researcher to build on other scholars’ studies.

2.2 Theoretical framework

Theoretical framework is a logical structure of meaning that supports a study by identifying the key concepts and the relationship among them (Creswell, 2009). The term theory has various definitions depending on the field of study (Leedy & Ormrod, 2005; Creswell, 2007; Silver, 1983; McMillan & Schumacher, 2000). As noted in Leedy and Ormrod (2005: 4), “a theory is an organised body of set of interrelated concepts, principles and propositions that explains or predicts particular phenomenon.” Silver (1983) describes a theory as a unique way for perception of reality that expresses someone’s prominent insight about a phenomenon. McMillan and Schumacher (2000) concur that theories are a set of organised ideas that may describe a particular phenomenon, explain relationship between or among phenomenon or predict how one phenomenon affects another.

2.3 Records, records management and archives management

2.3.1 Records

A record is defined by the International Organisation of Standardization (ISO 15489-1: 2001 Standard), as information created, received and maintained as evidence, and information by an organisation or person in pursuance of legal obligation or in the transaction of business.
As noted by Yusof and Chell (1998), Walne (1988) and Roper and Millar (1999), the term “record” has been accorded various definitions that take into account information, medium and function as essential components records. Ngulube (2001), Shepherd and Yeo (2003 & 2006) concur that records are either based on their physical tangible format or information content. According to Cook (1993) the definition of records is based on two schools of thought. The first views records from a functional or management perspective (Gagnon, 1987), while the latter views records from archival perspective (Gill, 1993). Records definition changes with the passage of time, as records management professionals get involved with emerging complex issues of the discipline.

There is no universally accepted definition amongst records and information management professionals (Yusof & Chell, 1998; Smith, 1986; Langemo, 1995; Emmerson, 1989). Cox (1994) opines that records definitions are complex and difficult to comprehend due to the different perceptions by practitioners and writers. Traditionally, records definitions are based on records functions and preservation prosperity as illustrated in Table 2.1.

**Table 2.1: Definitions of records**

<table>
<thead>
<tr>
<th>Author</th>
<th>Records perspective</th>
<th>Description area of focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gagno M. (1987: 299)</td>
<td>Functional and medium</td>
<td>“all recorded information regardless of media or received and maintained by an organisation or institution in pursuance of its obligation or in the transaction of its business”</td>
</tr>
<tr>
<td>Penn, Pennix and Coulson (1994: 3)</td>
<td>Information management content</td>
<td>“any information captured in reproducible form that is required for conducting business”</td>
</tr>
<tr>
<td>Gill (1993: 5)</td>
<td>Archival management</td>
<td>“any media ... documents communication in an enduring format that preserves the communication and can be recalled”</td>
</tr>
</tbody>
</table>

As noted by Skupsky (1995), the widespread use of information technology has led to the generation of electronic records. Records in electronic environment focus on records’ system life cycle rather than record itself (Management of electronic records; issues and guidelines, 1990: 20). The archival and information management approaches are inadequate to cater for
records in electronic environment as technology has re-defined the traditional records format (Cook, 1993; Clubb, 1991; Duff, 1994). The conceptual definition of records in electronic environment is based on information management perspective that takes into account the functional, transactional and evidential value that is technology dependent (Cox, 1995; Duff, 1994; Bearman, 1995b). There is universal acceptable definition of records in electronic environment as illustrated in Table 2.2.

Table 2.2: Description of electronic records

<table>
<thead>
<tr>
<th>Author</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian Standard (AS 4390.1 1996:6)</td>
<td>“recorded information, in any form, including data in computer systems, created or received and maintained by an organisation or person in the transaction of business or the conduct of affairs and kept as evidence of such activity”</td>
</tr>
<tr>
<td>Information Summary on Archives (1997: 12)</td>
<td>“a specific piece of recorded information generated, collected or received in the initiation, conduct or completion of an activity and that comprises sufficient content, context and structure to provide proin or evidence of that activity”</td>
</tr>
<tr>
<td>International Council on Archives (2005:11)</td>
<td>&quot;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 in the activity&quot;</td>
</tr>
</tbody>
</table>

In view of the above, Hare and Mclead (1997) point out that definition of records relates to information, medium and content as common aspects of all records regardless of the environment in which they are created or managed.

2.3.2 Records management

Records management is the systematic control of records throughout their lifecycle that ensures the right records gets to the right people at the right time for the right purposes. The development of records management as a discipline has had considerable debate that views it as underdeveloped and one that lacks its own theory (Cox, 1995; Buckland, 1990; Dearstyne, 1993). As noted by scholars (Becker, 1980; Mellody, 1992; Penn, Pennix & Coulson, 1994; Walters, 1995), recent studies on the discipline suggest the existence of a body in theoretical...
knowledge consisting of document authentication theories, archival-based theories, information science principles and information communication and technology-based activities. Cook (1993) argues that the art of managing records is influenced by two schools of thoughts that relate to the function (Rick, Stwaффord & Gow, 1992), management (Penn, Pennix & Coulson, 1994) and archival aspects (Parker, 1999).

According to Cox (1994), there is no single comprehensive definition that incorporates both the function and purpose of records management in the traditional approach and electronic environment. The records management professionals and information scientists have not, as yet, had an acceptable broad theoretical model to what constitutes a valid core of records management (Yusof & Chell, 1999). The various definitions are given based on the concepts and meaning of records management amongst information professionals as illustrated in Table 2.3.

**Table 2.3: Definitions of records management**

<table>
<thead>
<tr>
<th>Author</th>
<th>Perspective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Standard (AS 4390. 1996:6)</td>
<td>Functional</td>
<td>“… the discipline and organisational function of managing records to meet operational business needs, accountability requirements and community expectations”</td>
</tr>
<tr>
<td>Penn, Pennix and Coulson (1994: 5)</td>
<td>Management</td>
<td>“the management of any information captured in reproducible form that is required for conducting business”</td>
</tr>
<tr>
<td>Jones (1994: 14)</td>
<td>Information management</td>
<td>“a proactice which allows the parent organisation to gain the greatest efficiency and effectiveness from its information resources in an economical way, by the development of strategic processes and procedures to handle that information”</td>
</tr>
<tr>
<td>Wallace, Lee and Schubert (1992: 1)</td>
<td>Information technology</td>
<td>“…records management is the systematic control placed over the life cycle of recorded information from creation to ultimate disposition or permanent storage in records”</td>
</tr>
</tbody>
</table>

The various definitions of records reflect that the discipline is pragmatic. The records management conceptual frameworks have moved from archives to information and acquired information technology framework derived from Information and Communication Technology (ICT). Records management is concerned with the systematic control of records throughout their life cycle regardless of format or medium.
2.3.3 Archives management

According to Bellardo and Bellardo (1992), archives are documents created or received by a person or organisation in the course of transaction and are preserved due to their continuing evidential value, and administrative or executive transaction of creating organisation. The term archives may also refer to the building where archival materials are kept and to the agency responsible for managing archival materials.

Archival materials are unique as they are created naturally as a result of functions and activities of an organisation or individual (Randall, 2002). As noted by Schellenberg (1956) and Norton (1975), archival materials have accumulated over the years warranting intellectual and physical control. Nearly two centuries ago, archivists in Prussia and France devised the principle of provenance for control of modern records. The principle stipulates that records originating from one office, agency or individual must be retained in the same order and not intermingled with any other office or individual. The principle of provenance has become the basis of archival theory and practice, as it provides a logical and coherent framework for organising archives based on their origins. In addition, it protects the integrity of archives sources ensuring that the purpose for their creation is identified and retained (Randall, 2002). The arrangement of archival materials must be based on the principle of original order, where the filing arrangement established by the record creator is maintained to preserve the evidence of records creators’ activities (O’Toole, 1990).

As noted by scholars (Bellardo & Bellardo, 1992; Daniels & Walch, 1984), archival materials have various characteristics that indicate archives cannot be treated only according to their content. The archivial materials are natural, organic, impartial, authentic and unique. Miller (1990) points out that collective description of archival materials entails the context of records creation, their original order and relationship within the overall records of the agency.

According to Randal (2002), the principles of provenance, original order and collective description are important in managing archival materials. The intellectual and physical control of the voluminous and irreplaceable resources ensures that the archival materials remain accessible for research purposes.

2.4 Role of records management in organisations

Records are important information assets that support and provide evidence in decisions and transactions taken by individuals and organisations (Garaba, 2015; Kalusopa & Ngulube,
The art of managing records involves determining information needs and availing the right information to the right person at the right time (Church in England, 2009). As scholars would attest (Ngoepe & Ngulube, 2013; International Records Management Trust, 2009; Roper & Millar, 1999; Stephen, 1995) records are managed to meet operational and evidential needs in organisations.

Records management is an important administrative tool in organisations that ensures stored records serve as a benchmark against which future activities and decisions can be measured (Duff, 2008; Ngulube, 2005; Akotia, 2003; Lipchak, 2002; McLead, 2002). Kynaston and Deserno (2005) echo similar sentiments and observe that records management responsibilities ensure significant records are captured and facilitates their transaction to archival custody and use. As noted by Brunskill and Demb (2012), Kynaston and Deserno (2005) and Mnjana and Sebina (2001) cited in Garaba (2013), sound records management programmes in organisations control records life cycle to achieve economy and efficiency in the creation, use, maintenance and disposition. Ngoepe and Ngulube (2013) and International Records Management Trust (1999) state that sound records management support corporate governance through auditing, accounting and information management. Australia National Audit Infice (2003) cited in Ngoepe and Ngulube (2013) concur that records management’s key components of accountability and transparency play an integral role in good corporate governance.


In religious organisations, records are managed as a testimony of their various activities and for posterity (Church of England, 2009; Parkwoski, 2007; Gormley, 2007). As noted by Ajiboye et al. (2016), in churches such as the Church of Nigeria (Anglican Communion), records management enhances church administration, facilitates access to relevant
information and reduces risks related to legal or regulatory compliance. In addition, managing of church records improves the quality in business activities, strategic planning and delivery of accurate customer services (State Records Office New South Wales 2010).

According to Garaba (2015), proactive control of active records ensures that complete vital institutional collections are preserved in the archives. Kyanston and Deserno (2005) and The Archives Council of Wales (2002) echoed similar sentiments and observe that the quality of archival collections that provides an accurate and thorough reflection of organisations’ activities depends on the effective control of active and semi-active records before they get into the archives. Stewart (2004), Cox (1992) and Maher (1992) opine that a sound records management programme ensures that organisations’ historical records are identified, retained and preserved as intuitional memory.

2.5 Importance of church archives
The history of keeping archival collections can be traced to the civilisation where records were kept to facilitate official and private transactions (Venson, Ngoepe & Ngulube, 2014). Evan (1988) describes archives as records of an entity selected for preservation due to their enduring value. Evan’s (1988) opinion is shared by Cunningham and Philips (2005) who contend that archives hold national and cultural memory that form an essential bridge between the past, present and future for countries. Bergon (1999) and Sumners (2012a) state that the church archives serve as repository for preservation of documentation on church heritage. Garaba (2013) recommends that in order to achieve success in the preservation of national heritage, religious institutions must ensure a continuum of care is provided for the church heritage from the creation to ultimate preservation.

As scholars would attest (Chartres, 2010; Hedenskog, 1987; Schurter, 1982; Suelflow, 1965) cited in Garaba (2013), church archives hold significant irreplaceable collections useful for historical, ethnological, sociological and theological purposes. More so, Ngoepe and Ngulube (2014) state 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 (2012a) state that church archives provide critical information on church policies and statements that can be useful in the strategic missions and goals.
2.6 Role of technology in managing records

In most organisations, the existence of voluminous records created or received in pursuance of business transactions demand for their systematic control forcing the use of techniques and technologies that comply with legislative and regulatory requirements. Praveen (2010) notes that information technology is concerned with the use of systems that facilitate the transfer, storage, processing and preservation of electronic records. The common systems in the market for managing records and documents in electronic environment are Electronic Records Management Systems (ERMS) and Electronic Document Management System (EDMS) (Mcleod, 2005: 132).

Blaise (1995) and Asogwa (2012) note that the penetration of technology in organisations has led to electronic information revolution and transformed the way business is conducted. Garvin (2011), Mohan (2010) and Mcleod (2005) echo similar sentiments and observe that investment in information technology in business transactions has both short term and long term benefits to organisations in the following ways:

- Provides support for decision making processes through the free flow of information,
- Migrates high-cost functions into online environment,
- Makes networking and virtual corporations a reality,
- Improves quality in services especially through the ability to analyse and control large quantities in specialised data, and
- Aids in digital preservation.

It is worth noting that information technology has improved information management services in organisations through the provision of relevant and accurate information in a timely manner that supports those responsible for corporate policy and strategic decision making.

2.7 Records management models

According to Katz and Harvey (1994), a model is a description of phenomena that is abstracted from the details of reality. Kebede (2002) states that models are useful in specifying what constitute the phenomena of interest and identify the focus of the research in relation to the phenomena being modelled. This is a representation of a real situation that includes the main features of a real situation. This study reviews the various records
management models reported in the literature; namely, the national archives and records services of South Africa records management model, records life cycle model and records continuum model.

2.7.1 The national archives and records services in South Africa records management model

The National Archives and Records Services of South Africa Records Management Model (2005) defines shared responsibility for managing records between records creating organisations, records users, and the national archives and records services. The model advocates for sound records management programme for both paper and electronic records, through presence of structured guidelines that include records management policy, records management procedures, records classification, records appraisal and disposal. The model mentions the importance in training programmes for records staff. The issues that the study investigated covered by the model were the requisite resources for effective management of records, and the competency levels of staff handling records in the Friends Church in Kenya.

2.7.2 Records life cycle model

The records life cycle model was founded and developed by the National Archives in the United State of America in the late 1930s in response to the handling of the voluminous records produced by the public (Yusof & Chell, 2002; Hare & McLeod, 1997; Penn, Pennix & Coulson, 1994). According to Yusof & Chell (2002), the records life cycle model views records as resembling a living organism, which is born (creation phase) lives (maintenance and use phase) and dies (disposition phase). Smith (2008) asserts that the records life cycle model is applicable to paper based records undergoing three phases; namely, (i) Current stage records are regularly used in the conduct of current business, (ii) Semi-current stage records infrequently used, and (iii) Non-current stage records are no longer used for the conduct of current business and are deemed fit for destruction or preservation as archives in archival institution. Similarly, Shepherd and Yeo (2003) note that whilst various models of the records life cycle exist, they all focus on the creation or receipt, use and disposition of records. The life cycle model is based on the idea that records become less important as time passes. Penn, Pennix and Coulson (1994) add that the records life-cycle framework provides a structure for effective and efficient records management in paper environment.
Whereas the records life cycle model was developed to provide a framework for the managing paper based records, criticism has emerged from other scholars with the creation of electronic records. Atherton (1985), and Yusof and Chell (2002) posit that criticism of the life cycle concept is based on incapability of the life cycle model to manage electronic records and its failure to accommodate interrelations that exist between records management and archival operations. Wamukoya (2000) states that the life cycle models fail to indicate the existing difference between the various stages in the life cycle in view of the possibility that records phases can recur. The perceived weakness of the records life cycle concept led to the development of records continuum model as an improvement of records life cycle model.

Despite the successful recognition of records continuum model in explaining the life of records, the fundamental practices in the paper environment as illustrated in the records life cycle model are relevant to this study. The researcher is of the view that the life cycle concept offers useful framework for manual systems that still prevails in Friends Church in Kenya. In this regard, the continuum model needs to be viewed as an additional strategy useful for managing records in electronic environment in the church.

2.7.3 Records continuum model

As defined in Australian Standard 4390, a records continuum is: “a consistent and coherent regime of the management process from the time of creation of records (and before creation in the design of records keeping systems) through the preservation and use of records as archives.” The records continuum model is underpinned by the notion that records managers and archivists must be involved in the management of records during their entire life cycle (Kemoni, 2008; Kent, 2002; & Mckennish, 2001).

According to Upward (1996) the records continuum presents a seamless and dynamic records keeping regime where four actions continue or recur throughout the life of records, which cuts across the traditional boundary between records management and archives administration. These actions include: identification in records, intellectual control of records, provision access to records, and physical control of records. Kate (2010) states that the records continuum provides a framework by which records and record keeping are seen and understood as a coherent whole. The model unifies record keeping and archival processes by not giving primacy to one over the other. As noted by Roper and Millar (1999), records
continuum is a unified model that ends the traditional demarcation between the function of records manager and archivist. The division of responsibility between records managers and archivists has been viewed as artificial and restrictive. Flynn (2001) attests that records continuum is significant because it broadens the interpretation of records and record keeping systems offered by the life cycle model. Records created are maintained for use and cooperation exists between the professionals of archives administration and records management.

As enumerated by Marchall (2000), the records continuum primary focus is on development of record keeping systems that capture, manage and maintain records with evidential value as required by the organisations. This promotes the integration of records keeping into the organisations’ business systems and processes. Mckennish (2001) echoes similar sentiments and states that records continuum uses integrated record keeping framework that brings together responsibilities for records managers and archivists that guarantee the reliability, authenticity and completeness in records. The integrated framework provides common understanding, consistent standards and unified best-practice criteria for record keeping and archiving processes for records in paper as well as digital environments. Xiaomi (2003) noted that the records continuum model purpose-oriented approach to records management has changed the role of record keeping from reactive to proactive. The business systems designed with built-in record keeping capability are implemented to capture records of evidential quality as they are created. These electronic records must be migrated across systems as hardware and sintware upgrades occur.

The records continuum model is relevant to this study, since it advised managing records at each stage of the life-cycle on a continuing basis. The evaluation of records continuum concept shows records management and archives management are moving towards integration. The study investigated current records management practices in the Friends Church in Kenya and its impact on church operations. The model further advocated for integrated approach for managing documents, records and archives.

2.8 Records management barriers
The systematic operation of churches can never be divorced from the existence of records which provide evidence of activities undertaken. However, churches are not immune from records management challenges which range from individual, organisational to technological.
2.8.1 Individual barriers
Records management programme strives to achieve economy and efficiency in the control of records life cycle. As noted by Thornborow (2007), there is low awareness on the importance of proper records keeping by individuals that affects operational efficiency and accountability. In Canada, Sweeney (1986) attributes poor record keeping practices in the Anglican, Baptist and United churches to shortage of skilled personnel to handle church records. For instance, the personnel in charge of the records management functions are inexperienced. Furthermore, the available records management personnel are usually part-time office staff whose potential skills are not fully utilised. This poses a great challenge to the efforts of bringing about operational efficiency in church transactions.

2.8.2 Organisational barriers
According to Palmer (2000), a sound records management system is essential for supporting operational efficiency, accountability and transparency. As scholars would attest (Mnjama, 2003; Best, 2002; Eberhard, 2013; Palmer, 2000), integrity of records in most organisations, has been compromised due to lack of records management systems and practices. There is no comprehensive records management policy to guide records management function in organisations (Mnjama, 2003). The absence of strong records management control systems leads to loss or inaccessibility of documents that increases the opportunities of corruption and fraud to flourish (Palmer, 2000). The presence of incomplete documents hinders accountability of business processes due to inefficient decision making processes (Best, 2002).

According to Garaba (2015), the concept of records management in religious organisations is unknown due to absence of systematic or formal approaches towards records keeping practices. As noted by Kaczmarek (2006), the absence of sound records management programme affects the quality and integrity of the institutional archives. Cox (1992), Kynaston and Deserno (2005) and Stewart (2004) echo similar sentiments and observe that non-existence of records management programme to guide orderly transfer of valuable records to archives attributes to the scattered nature of religious records.

As noted by Baron (2004), 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) indicates 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 and observe 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 lead to loss of important church heritage.

As Charters (2010), Suelflow (1966) and Schuster (1982) would attest records management professionals have the responsibility of ensuring that all the religious records, scattered, disorganised and inaccessible are maintained properly for posterity.

2.8.3 Technological barriers
The management of electronic records in churches remains a challenge. Most churches are now using computers to create and keep financial and administrative data without taking into account the need to manage these records as evidence of the processes and transactions in the church. Furthermore, the introduction of electronic systems on top of ineffective manual systems exposes churches to new risks of protecting data integrity. The retrieval of these essential data becomes difficult and costly after a few years due to software application changes and hardware becoming obsolete.

It is worthwhile to acknowledge that records management is a key performance indicator of operational efficiency in churches. Churches are required to address challenges being experienced in order to meet their statutory, contractual and accountability obligations both for present and future activities.

2.9 Reviews of empirical studies
The researcher reviewed selected empirical studies on records management in churches from Great Britain, Nigeria and South Africa. The studies selected covered records management within non-conformists churches: African Independent Churches in South Africa, Church of Nigeria (Anglican Communion) and Pietermaritzburg KwaZulu-Natal, South Africa.
2.9.1 Studies selected from Great Britain
Thornborow (2007) conducted a study that examined records management within non-conformist churches; namely, the Methodist Church in Great Britain, the Religious Society of Friends commonly known as Quakers, the United Reform Church and the Baptist Union of Great Britain. In his findings, he identified disconnection between records management practices at national and local levels within the Methodist Church of Great Britain. The findings of the study indicated that in the Methodist Church, formal records management was carried out at the national levels and there was low awareness of importance of proper record keeping at the local levels.

Thornborow (2007) also noted that the Religious Society of Friends Church was discovered to be more proactive with the care in records cycle through existence of defined structures for managing records in terms of processes, personnel and storage infrastructure. The findings of the study also indicated that the responsibilities of records management at the United Reform Church (URC) and the Baptist Union of Great Britain were left in the hands of the URC History Society and the Baptist Historical Society. In his recommendation, Thornborow (2007) advises that the current records of churches require proper management in a consistent manner regardless of whether the function is being carried out at national, regional or local levels. Thornborow’s (2007) study was limited to one institution and he observed that religious institutions are private, hence less subject to legislation and inspections.

2.9.2 Studies from selected African countries
Ajiboye et al. (2016) conducted a study in Nigeria that examined records management practices in the administration of the Church of Nigeria (Anglican Communion). The findings of the study indicated the various records management practices that the church engaged in including creation, maintenance, access, use, preservation and final disposal of records. The findings of the study also revealed the joint influence of records management on the administration of the Church of Nigeria (Anglican Communion).

Ajiboye et al. (2016) noted that the Church of Nigeria (Anglican Communion) lacks disposition schedules and majority of churches examined lacked off-site storage for their records. They recommended that the Church of Nigeria (Anglican Communion) at the headquarter level establishes a uniform records management programme for all the churches. The programme needs to focus on the establishment of a central and secure records centre, off-site storage for records and documentation of conversations in appropriate format.
Garaba (2015) conducted a study in 2013 to establish the inter-connectedness between records and archives management practices within the Pietermaritzburg Cluster of Theological Libraries (PCLT). The study revealed disharmony with regard to records and archives management practices that has led to incomplete documentary records in custody of the PCLT. The study further indicated that the corporate memory of religious archives within PCLT was threatened due to incompleteness of documentary records in their custody. In his recommendation, Garaba (2015) suggests the urgent need of archivists within the PCTL to adopt a holistic proactive approach that ensures records cycles are properly managed and transferred to established central repository for posterity purposes. The study further recommended the need for centralised control over records from active stage to non-active stage. More so, the registry charged with the mandate to control active records be transferred to a centralised archival repository; and the centralised archival repository to provide information-storage and retrieval services to staff and users.

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. The findings of the study revealed that there is overreliance on oral communication and traditions, lack of awareness on the importance of archives management, and unavailability of archives repositories in the AICs to preserve records. The findings also indicated adoption of technology is very slow. In his recommendation, Ngoepe and Ngulube (2014) advised that the AICs consider creation of records repositories and digitise records for future use. The study further recommends that the AICs develop and implement records management policies to preserve the “holy memory”, develop websites, and that skilled members voluntarily develop strategies and policies for managing records and archives in their respective churches. There was also a recommendation on conducting further studies on converting oral traditions in the AICs into written format. Ngoepe and Ngulube (2014) study focused mainly on the non-active stage of records with the view of creating archives repositories for preserving the memories of AICs.

Garaba (2013) conducted a survey in South Africa to ascertain the collection stewardship strategies in archival repositories within religious archives in Pietermaritzburg. His study revealed the poor state of religious archives in Pietermaritzburg due to acute underfunding that threatens the survival of the records. The study recommended establishment of a religious
group to assist in fostering best practices in archival management. It mainly focused on the non-active stages of archives which can be constructed as a major limitation.

2.10 Literature reviews gaps
The literature reviews suggest that there are gaps in records and archives management in non-governmental and non-commercial sectors. The studies mostly reviewed covered records and archives management in religious organisations. The literature reviews revealed that very little research has been conducted in records management for religious institutions. Garaba (2015) states that much of the literature on religious archives is obsolete and the available online resources are mostly guides or manuals for practitioners. Thornborow (2007) focused on records management in non-conformist churches in Great Britain and Ajiboye et al. (2016) single out influence of record management on the administration of Church of Nigeria (Anglican Communion). Ngoepe and Ngulube (2014) reviews indicated that very little research has been done on preservation and access of church archives in South Africa. In Kenya, there is no existing literature on records management in Friends Church in Kenya.

From the above sampled studies, there is a gap in literature on the entire records cycle in the Friends Church in Kenya. The study investigated factors that support or hinder effective records keeping practices.

2.11 Summary of chapter two
This chapter has covered the epistemology of records, records management and archives management. The researcher has discussed the importance of records management in organisations and church archives. The chapter discussed records management models and barriers to sound records management practices. A review of existing literature on records management in religious organisations in Great Britain, Nigeria and South Africa has been done. This study was based on records continuum model due to the existence in paper and electronic records in the Friends Church. The assumption is that over the years, the Friends Church in Kenya has accumulated vital religious records that need proper management for prosperity.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter gives the general guidelines that the researcher adopted in the research process, with the purpose in understanding the realities involved in managing church records. The chapter consists of the research approach, research design, target population, sampling techniques, data collection techniques and data analysis procedures. The researcher adopted triangulation methods for validity and reliability purposes. The study was exploratory in nature because there is no previous study reported in Kenya on church records management.

3.2 Research approach
Research is a broad set of styles and methods applied in the collection and analysis of data with a view of generating new knowledge or understanding phenomena under study (Robert 2007; Krishnaswam & Satyaprasad, 2010; & Bushaway, 2003). The research approach of a study according to Mouton (1996) describes the procedures and methods that researchers adopt to conduct research.

As noted by Kothari (2004), quantitative and qualitative approaches are commonly used to search for pertinent information on a specific topic under study. The quantitative approach is based on measurement of quantity or amount, while qualitative approach is concerned with subjective assessment of attitude, opinions and behaviour. Kalin, Dan and Dietz (2008) attest that the focus of the qualitative approach is to understand the depth and breadth of a topic area, through rigorous study of the phenomena in a specified natural setting. As noted by Neuman (2002), Cresswell (2009) and Kothari (2004), the researcher adopted both qualitative and quantitative approaches in order to:

- Understand participants’ feelings, values and perceptions that underlie and influence their behaviour in records management in churches,
- Understand and identify the facts on records management,
- Gain holistic or integrated overviews of the study within its social, cultural and historical context,
- Understand processes, experiences and meanings participants assign to things they say or do in details, and
Ease data analysis and add quality and credibility to the collected data. Qualitative approach investigated experiences, feelings, and perceptions of the participants on records management in the Friends Church in Kenya through:

- Collecting evidence on the complex record keeping practices,
- Identifying intangible factors such as social norms or socio-economic status whose roles in the research may not be readily apparent, and
- Providing findings that were not applicable beyond immediate mandate in the study.

Therefore, qualitative approach allowed the participants to give their views and understanding of records management practices in the Friends Church in Kenya.

Quantitative approach, on the other hand, provided facts on records management in the Friends Churches in Kenya which included: identifying the functions or activities that were undertaken by the church, types of information church members requested from the Church, causes for poor records management, and church offices responsible of providing church members with the information that they want or request from the Church. In addition to getting facts, the researcher applied quantitative approach for easy and reliable data analysis.

### 3.3 Research design

The research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose (Terre Blanche, Durrheim & Painter, 2006). In fact, it is the conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). Similarly, Denscombe (2009) states that the research design specifies key components of the study used to produce appropriate information to answer the research questions. The researcher views the research design as a master plan which specifies the methods and procedures for collecting and analysing the required information. Examples of key elements of a research design are population, sampling procedures, instrumentation used, data collection and processing procedures.

Given the importance of research studies, several research designs exist for various research purposes. Some of the common designs are descriptive, explanatory and exploratory. Descriptive research is appropriate to research situations that describe phenomena as they
exist (Baban, 2009), while explanatory research explains the nature of certain relationships (Gray, 2009). Exploratory research tends to tackle new problems on which little or no previous research has been done (Brown, 2006). In this study, the researcher adopted exploratory design to gain insights on records management practices in Friends Church in Kenya and provide recommendations for improvement.

3.4 Population and sampling
The selection of the study population and sampling methods are important processes in the research study because they ensure the data collected meets the objectives in the study.

3.4.1 Population
A research population refers to the larger group of individuals or objects known to have common characteristics or traits from which the sample is taken (Neuman, 2000). In research studies, the researchers often cannot test every individual in the population due to cost and time constraints. For this reason, the researchers rely on the sampling technique to deliberately target population from which potential data can be collected. The researcher, therefore, defines research population as a group of units that are chosen to assist in obtaining the relevant data.

For the purpose of this study, the research population consists of members in the Friends Church in Kenya. There are 16 yearly meetings in the Friends Church in Kenya in 6 regions: Southern, Eastern, North Eastern, Rift Valley, Western and Nairobi. Fifteen yearly meetings are held in Western region of Kenya, while one is held in Nairobi region which also covers the Southern, Rift Valley, Eastern and North Eastern regions. The researcher collected data from three yearly meetings in Western region and one from Nairobi region. The target population consisted of an ordinary church member, a pastor, church clerk and church administrator.

The sample of the study was drawn from four yearly meetings; namely, East Africa yearly meeting, Elgon Religious Society of Friends Yearly Meeting, Bware Yearly Meeting and Nairobi Yearly Meeting. The East Africa Yearly Meeting and Elgon Religious Society of Friends selection was based on duration of existence. The East Africa Yearly Meeting was the first mission station to be established in 1902 and acts as the headquarters in the Friends Church in Kenya. The Elgon Religious Society in Friends Yearly Meeting was later
established in 1919. These 2 yearly meetings are among the 14 yearly meetings predominantly based in the Luhya community. Bware Yearly Meeting was selected to represent other communities based in Western region; namely, Kisii, Luos, Masaai and Kuria.

3.4.2 Sampling techniques
Sampling is the process of selecting a number of individuals for a study from the larger population to estimate characteristics of the whole population (Wilson, 1993). In an exploratory study, researchers make sampling choices that enable them to obtain a deeper understanding of the phenomenon under study. Koul (1996) classifies sampling techniques into two broad categories; probability and non-probability. In probability sampling, the selection of the sample is purely based on chance, where every unit of the population has a fixed probability of being included in the sample. Examples of the probability sampling technique include: simple random sampling, stratified sampling and cluster sampling.

In contrast, the non-probability sampling technique is where different units of the population are selected based on the subjective judgment of the researcher. Examples of non-probability sampling include: haphazard sampling, quota sampling, snowball sampling, sequential sampling and purposive sampling.

In this case, the researcher adopted the purposive sampling technique to select individuals who had relevant information to the study (Aina & Ajifuruke, 2002). For the purpose of this study, use of purposive sampling in selecting key informants was considered important.

3.4.3 Sample frame and size
A sample frame refers to a source list that contains all names of members of the population the researchers will study (Kothari, 2004). The researcher prepared a representative sampling frame with detailed information used in selecting individuals from the target population.

A sample size refers to the number of units selected from the population to constitute a sample data collection (Kothari, 2004). In qualitative sampling, the sample size is often smaller than that used in quantitative sampling to gain an in-depth understanding of the phenomenon under study. Morse (2000) notes that the sample size of qualitative sampling depends on consideration of a number of factors such as the quality of data, the scope of the study, the number of interviews per participant, availability of resources and time, and study
design used. Charmaz (1990) concurs and states that the sample size for in-depth interviews can be small and aims at creating categories from the data, and analyse the relationship between these categories.

The Friends Church in Kenya has 16 yearly meetings based in 6 regions; namely, Southern, Rift Valley, Northern, Eastern, Western and Nairobi. The fifteen of the yearly meetings are held in the Western region, while one is held in the Nairobi region which also covers Southern, Rift Valley, Eastern and Northern regions. This situation made it necessary for the study to work with 4 selected yearly meetings instead of the entire 16 yearly meetings based on geographical boundaries, existence and concentration of Friends Church followers. The Nairobi Yearly Meeting covers Southern, Rift Valley, Eastern and Northern regions. The East Africa Yearly Meeting and Elgon Religious Society of Friends were based on duration of existence. The East Africa Yearly Meeting was the first mission station to be established in 1902, and it acts as the headquarters in the Friends Church in Kenya. The Elgon Religious Society in Friends Yearly Meeting was later established in 1919. These 2 yearly meetings are among the 15 yearly meetings predominantly based in the Luhya community. Bware Yearly Meeting was selected to represent other communities based in Western region; namely, Kisii, Luos, Masaaai and Kuria. This means a sample was studied instead in the whole population.

In this study, the sample size of 24 participants was drawn from 4 yearly meetings. The targeted population was 16 church officials and 8 ordinary church members. These groups were directly involved in handling records in the course of church transactions or have requested for information from these records and are therefore considered important for the purpose in the study.

3.5 Data collection techniques
As part of the exploratory approach to the study, different method of data collections were used with the aim of maximising responses, adding quality of the expected outputs, and credibility and accuracy of the findings (Walonick, 1993). In this study, the researcher used personal in-depth interviews and observations to:

- Provide an in-depth and rich description in human behaviour and reasons that govern such behaviour,
- Identify facts about records management,
- Produce information only on particular cases studied, and
• Interpret phenomenon in their natural settings.

3.5.1 Interviews
Freg and Oishi (1995:1) describe interviews as: “a purposeful conversation in which the interviewer asks prepared questions and the interviewees answer them.” Jupp (2006) supports the views that interviewing involves a meeting or dialogue between people where personal and social interaction occur. For the purpose of this study, the researcher adopted both qualitative and quantitative interviews. Both were face-to-face personal interviews with the respondents using interview schedules.

The qualitative interviews contained formal semi-structured open-ended questions. These kind of interviews were adopted for the following reasons:
• They enabled the interviewer to question thoroughly certain areas of inquiry and to probe responses;
• They enabled the researcher to gather information concerning non-verbal communication, attitudes, facial expression and gestures;
• They enabled respondents to provide rich grounded data through free discussions;
• They enabled the researcher to capture detailed information from the respondents on their perceptions towards the subject of study;
• They helped the researcher to establish the type of recorded information captured by the existing systems;
• They helped the researcher to establish the contribution of the recorded information to church operations;
• They helped the researcher to assess challenges encountered in the management of recorded information by the custodian; and
• They helped the researcher to determine how individuals perceive realities of record keeping practices in the Friends Church in Kenya.

Qualitative interviews were tape recorded so that any extra information that the interviewee may have failed to note down could be retrieved at the time of data presentation and analysis.
The quantitative in-depth interviews comprised of structured closed-ended questions whereby the respondents were allowed to choose answers from a set of options. These kind of interviews were adopted for the following reasons:

- They enabled the researcher to have some standardised data to a certain extent for easier analysis;
- They enabled respondents to give fixed responses for the purposes of quality, credibility and reliability of the study findings;
- They enabled the researcher to identify the functions or activities that were undertaken by the Friends Church in Kenya;
- They enabled the researcher to identify types of information church members requested from the church;
- They enabled the researcher to identify causes for poor records management;
- They enabled the researcher to identify church offices responsible of providing church members with the information that they want or request from the church; and
- They helped the researcher to carry out easy and reliable data analysis.

3.5.2 Observation

Gray (2009) describes observation as the systematic viewing of people’s actions and the recording, analysis and interpretation of their behaviour. The observation method involves complex combinations of all senses and the interpretation of the observed events. Saunders, Lewis and Thornhill (2000) classify observation approaches into two categories: participant and structured observation. Participant observation is largely qualitative and focuses on the meanings that people give to their actions, while structured observation is largely quantitative and emphasises on the frequency of people’s actions. Koul (1996) states that the participant observation approach may either be participative or non-participative. In participant observation, the observer becomes one of the groups under observation and may take part in some of the activity with the observed group. In non-participant observation, the observer’s presence is not known to the group or individual being under observation.

In this study, the researcher adopted the non-participant observation approach to generate data through observing and listening to the people in their natural setting in order to discover interpretations of their own activities. The researcher observed non-verbal behaviour and elicited data on events as they happened. As Gray (2009) and Koul (1997) point out, writing
of field notes is one of the ways in which observed data is collected. For the purpose of this study, the researcher developed an observation form for recording accurate, detailed and extensive field notes on the same day in the observation to supplement information gathered through interviews, audio and video recordings.

3.6 Validity and reliability

Validity and reliability are critical cornerstones in the research process for evaluating social research design. Validity, as observed by Comple and Goetz (1982), is concerned with the accuracy and truthfulness of research findings. A valid study, according to Anderson (2010), demonstrates what actually exists and measures what it actually purports to measure. For the purpose in this study, validity was enhanced through:

- Pre-testing of the data collection instruments with six respondents not targeted to participate in the main study,
- Obtaining the correct answers from the research questions in the main study,
- Collecting sufficiently detailed and accurate data from the respondents,
- Providing the respondents with the opportunity to confirm data collected and volunteer additional information, and
- Providing a comprehensive explanation of research findings to enhance an understanding in phenomenon.

Reliability, as described by Denscombe (2010), is concerned with the quality of methods and techniques used to give consistent results across a range of settings. A reliable study according to Comple and Goetz (1982) demonstrates the ability of research methods and techniques to yield consistently the same results when repeated over a testing period. For the purpose of this study, reliability was enhanced through:

- Using an interview guide with standardised questions during the interview process,
- Transcribing the interviews and observations correctly and accurately,
- Choosing informed participants able to respond precisely to research questions and report events not directly observable or accessible to the researcher,
- Keeping accurate and detailed field notes to document the variations in responses during the data collection process, and
- Comparing the results obtained with other evidence.
In view of this, the engagement of multiple methods such as observations, interviews and recordings led to more valid, reliable and diverse research findings.

### 3.7 Data analysis and interpretation

In a qualitative study, data collected as observed by Campbell (2007) is in a textual form of transcripts of interviews, written observation notes of situations or other documents. Kothari (2004) observes that data analysis in an exploratory study which involves listing of operations performed to summarise and organise the collected data in a manner that answers the research questions. Marshall and Rossma (1989) point out that the editing, coding, classification and tabulation brings order, structure and meaning to the mass in collected data. In this study, the data analysis included: transcribing; reviewing the data; organising; coding quantitative data; identifying themes; patterns and tabulation using tables, graphs and percentage. For purpose of this study, the qualitative data analysis adopted an interpretative approach where data was categorised and summarised in order to find answers to the research questions.

### 3.8 Ethical issues

According to Miller and Whicker (1998), research ethics are moral values reflected in a researcher’s norms and prescribe his/her behaviour in view of what is expected and considered to be right. The moral values are concerned with treatment of human subjects, data collection, analysis and ethical use of scientific knowledge in the research process. Similarly, Oliver (2010), and Babbie and Mouton (2001) point out that in the research context, ethical practices involve:

- Avoid causing harm, distress, anxiety or pain to the participants;
- Providing participants with opportunities for informed consent on all relevant aspects in research before agreeing to participate or decline; and
- Potential participants are informed about the purpose of research and anticipated means in disseminating research findings.

In view of the above, some ethical considerations that the researcher met during the study include:

- The researcher introduced and sought consent from the yearly meetings to undertake the study (Appendix I);
Informed consent was obtained from the participants after the purpose, relevant research aspects and benefits of their participation were explained to them (Appendix II);

The researcher protected the interest of the respondents during the research process to avoid causing them harm or embarrassment. This was stated in the consent form presented to the respondents (Appendix III);

A copy of the final report to be shared with the Friends Church in Kenya. This will be done after approval and acceptance in dissertation by the University of South Africa; and

All sources used or quoted were acknowledged in the reference section of this research report (See list in references).

3.9 Summary of chapter three
Chapter three has detailed the research methodology used in the study. The researcher explained reasons for using both quantitative and qualitative approaches. The data collection techniques adopted include: literature reviews, in-depth interviews, and participative observation. The chapter also explains the sampling procedures used to collect code and analyse data. In addition, the researcher discussed the validity and reliability of data collection methods and the key ethical factors for the study. Chapter four examines and discusses the findings in the research.
CHAPTER FOUR

PRESENTATION OF THE FINDINGS OF THE STUDY

4.1. Introduction

This chapter presents the research findings that were obtained during the data collection exercise. The researcher targeted respondents who are stationed at the capital headquarters and regional headquarters for the Friends Church in Kenya where yearly meetings are held. The capital headquarters for the Friends Church in Kenya is located at Kaimosi Friends Church, formerly the East Africa Yearly Meeting where the church originated and spread to other regions in Kenya. The regional headquarters include; Bware Friends Church for all Friends churches in Migori county in Nyanza region, Lugulu Friends Church for some friends churches in Bungoma county of Western region, and Friends International Centre-Ngong Road for all friends churches in Central, Coastal, North Eastern, Eastern, Rift Valley and Nairobi regions. Friends International Centre-Ngong Road is the regional headquarters for the six regions because it is not as dominant in these areas as it is in Western and Nyanza regions.

The data from the respondents from the four headquarters including both church officials and church members was analysed. The researcher adopted descriptive statistics and qualitative data analysis for this study. The researcher used the Statistical Package for Social Scientists (SPSS version 23.0) to analysis data collected and presented in form of frequency tables, charts and graphs. Data is presented using themes derived from the research objectives:

- Records types and formats created or received by the Friends Church in Kenya,
- Records management systems currently being used by Friends Church in Kenya,
- Challenges faced in managing Friends Church in Kenya records, and
- Status quo and possible solutions.

4.2. Findings from interviews with church officials

Interviews were conducted with the officials in Friends Churches in Kenya who included: church clerks, pastors and church administrators. The researcher targeted church officials who were stationed at regional centres. Four church officials were interviewed in each of the four centres; pastors, church clerks, and church administrators were chosen for the interviews due to the fact that they are directly or indirectly responsible for handling church records.
Therefore, they have first-hand information of records management in their respective churches are effective, the challenges they face, and they can propose what should be done to enhance management in church records.

As per the sample size, the researcher distributed 16 interview schedules to the church officials in the 4 regions where yearly meetings for the Friends Church in Kenya are held. All the 16 interviews schedules were filled and received back, meaning the response rate for this category in respondents was 100 percent.

4.2.1 Demographic profile of the church officials
Demographic data is an important aspect of any research. Questions of demographic data are designed to help researchers determine what factors may influence a respondent’s answers, interests and opinions. Collecting demographic information enabled the researcher to compare sub groups to see how responses vary between them. This section outlines the demographic profile of the respondents who participated in this study. The variables used in establishing social demographic characteristics of the church officials included: name of the church, position held in the church, gender, age, highest education level, period of membership and period served as a leader/official in the church. These profiles were important in establishing skills and expertise of the church officials with respect to records management of their respective churches.

4.2.1.1 Name of the church officials represented
The researcher sought to know the specific churches that the respondents in the 4 regional headquarters represented. The 16 officials represented 11 churches which include: Bware, Elgon Religious Society, Muyondi, Thim Jope, Inavi Village, Kaimosi Yearly Meeting, among others as shown in Table 4.1.
Table 4.1: Name of the churches represented by church officials interviewed

<table>
<thead>
<tr>
<th>Region Headquarters</th>
<th>Name of the Friends Church</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bware Friends Church (Nyanza Region)</td>
<td>Bware Friends Church</td>
<td>3</td>
<td>18.8</td>
</tr>
<tr>
<td></td>
<td>Muyondi Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>Thim Jope Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>Inavi Village Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td>Kaimosi Friends Church (Capital Headquarters for all Friends Church in Kenya)</td>
<td>Kaimosi YM Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>East Africa YCAM</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td>Friends International Centre-Ngong Road (Coast, Rift Valley, Central, North Eastern, Eastern &amp; Nairobi regions).</td>
<td>Nairobi-Ngong Road</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>Kayole Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>Dandora Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>Kariobangi Friends Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td>Lugulu Friends Church (Western region)</td>
<td>ERAE Lugulu Church</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>Elgon Religious Society Friends Church</td>
<td>3</td>
<td>18.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.2.1.2 Position in the church

The researcher was interested in knowing the position the respondents held in their respective churches so as to establish if they were well informed on records management. Out in the 16 respondents interviewed, eight (50.0%) stated that they were pastors in their churches, four (25.0%) directly responsible for records management, while the other four (25.0%) were church administrators as shown in Figure 4.1.
4.2.1.3 Gender

Findings presented in Figure 4.2 show that thirteen (81.0%) of the respondents were male, while three (19.0%) were female.

4.2.1.4 Age bracket

The researcher sought to know the age of the respondents (church officials) as a way of establishing their experience on matters related to church affairs. As illustrated in Figure 4.3, majority in the respondents were above 50 years old, with eight (50.0%) between 51-55 years, four (25.0%) 61-65 years, while one (6.2%) was between 66-70 years. Only three (18.8%) were below 50 years.
4.2.1.5 Period of membership at current church

The researcher wanted to establish the period of membership at their current church, and most of the respondents twelve (75.0%) had been members for 6-10 years, two (12.5%) for 11-15 years, while another two (12.5%) had been members for 16-20 years as shown in Figure 4.4.

Figure 4.4: Period of church officials had been members in their respective churches

4.2.1.6 Period served as official in the church

It was in the researcher’s interest to know the period respondents had served as leaders/officials in the church (Figure 4.5). From the findings, two (12.5%) had served for 1-3 years, three (18.8%) for 4-6 years, two (12.5%) for 10-12 years, while nine (56.3%) had served for more than 12 years.
4.2.1.7 Education level

The researcher was also interested in the educational levels of the respondents. As shown in Figure 4.6, six (37.5%) have diploma qualifications, four (25.0%) secondary education, three (18.8%) certificate education, one (6.3%) undergraduate degree, one (6.3%) postgraduate education, while one (6.3%) has primary education.

Figure 4.6: Education level of church officials/leaders
4.2.2. Type and formats of records created or received by church

The researcher asked about the types and formats of records that were created or received by church officials that required effective management. As per the findings, they include: financial, membership and meeting records; and circulars and newsletters. Others included: policies/legislations, manuals, invoices, business plans, brochures and activity progress reports. Figure 4.7 illustrates the research findings on the type of records created or received by church officials and the correspondent number in responses.

Figure 4.7: Type of records created or received by church officials

![Bar chart showing the distribution of types of records.]

After establishing the records’ types and formats created or received by the church, the researcher further sought the activities or functions being undertaken by the church that led to creation of records. The researcher asked church officials to indicate the functions/activities that their respective churches carried out. Findings indicated that all sixteen (100.0%) respondents mentioned church construction projects, fifteen (93.8%) seminars and workshops, fifteen (93.8%) yearly meetings, fourteen (87.5%) youth group programmes, fourteen (87.5%) women group programmes, ten (62.5%) men group programmes, among other activities (Table 4.2).
Table 4.2: Functions/activities being undertaken by the church

<table>
<thead>
<tr>
<th>Functions/activities being undertaken by the church</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church construction projects</td>
<td>16</td>
<td>100.0</td>
</tr>
<tr>
<td>Seminars/workshops</td>
<td>15</td>
<td>93.8</td>
</tr>
<tr>
<td>Yearly meetings</td>
<td>15</td>
<td>93.8</td>
</tr>
<tr>
<td>Youth group programmes</td>
<td>14</td>
<td>87.5</td>
</tr>
<tr>
<td>Women group programmes</td>
<td>14</td>
<td>87.5</td>
</tr>
<tr>
<td>Men group programmes</td>
<td>10</td>
<td>62.5</td>
</tr>
<tr>
<td>Self-help groups</td>
<td>9</td>
<td>56.3</td>
</tr>
<tr>
<td>Agricultural activities (farming for cash and subsistence crops)</td>
<td>9</td>
<td>56.3</td>
</tr>
<tr>
<td>Church income generation projects/businesses</td>
<td>8</td>
<td>50.0</td>
</tr>
<tr>
<td>Environmental conservation activities (planting trees and grass)</td>
<td>6</td>
<td>37.5</td>
</tr>
</tbody>
</table>

The researcher further asked the church officials to indicate the roles they played in those church activities that led to creation or reception of records. Findings indicated that ten (62.5%) respondents facilitated seminars and workshops, eight (50.0%) played a role in church projects and development, eight (50.0%) in youth/self-help groups’ activities, seven (43.8%) in human care support activities, six (37.5%) in environmental conservation activities, five (31.3%) in yearly meetings, one (6.3%) a clerk in church activities, while another (6.3%) played a role in income generating activities as shown in Figure 4.8.

Figure 4.8: Church activities church officials played a role in
4.2.3 Records management systems used in churches

Use of ICT is one of the systems of managing records. The researcher, therefore, was interested in assessing the extent to which ICT had been embraced in records management in Friends Church in Kenya. Respondents were requested to state areas in church operations that are embracing ICT. Seven (43.8%) of the respondents identified digital facilities like the use of computers in church administration, six (37.5%) usage of ICT as communication channels via emails and mobile, five (31.3%) in public address gatherings, four (24.0%) during dissemination of information on strategic plan, four (25%) at the accounting and administration units, while a few (1.0%) mentioned other areas as shown in Table 4.3.

Table 4.3: Areas in church operation embracing ICT

<table>
<thead>
<tr>
<th>Areas in church operation embracing ICT</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital facilities like use in computers</td>
<td>7</td>
<td>43.8</td>
</tr>
<tr>
<td>Communication through emails, mobile phones</td>
<td>6</td>
<td>37.5</td>
</tr>
<tr>
<td>During public address</td>
<td>5</td>
<td>31.3</td>
</tr>
<tr>
<td>Strategic plan information</td>
<td>4</td>
<td>25.0</td>
</tr>
<tr>
<td>Accounting and administration units</td>
<td>4</td>
<td>25.0</td>
</tr>
<tr>
<td>Bible studies and preaching</td>
<td>2</td>
<td>12.5</td>
</tr>
<tr>
<td>Not aware</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td>The church library through printing, typing, scanning, photocopy, etc.</td>
<td>1</td>
<td>6.3</td>
</tr>
</tbody>
</table>

The researcher further sought to understand some of the benefits that the church has realised from embracing ICT in operations. Respondents were asked if they knew of any benefits the church has realised from embracing ICT and their responses were as follows: Seven (28.0%) stated ease of information transfer across the church officials, six (24.0%) identified accuracy in record keeping, five (20.0%) indicated saved time and energy in church operations, two (8.0%) a source of income to the church, one (4.0%) easy access to records, while four (16.0%) were not aware in any benefit as shown in Figure 4.9.
During in-depth interviews with the Pastor in East Africa Yearly Meetings (Kaimosi), the following response was given:

“Currently, we are using spring files to store church records and every church officials has been given his/her own file to store records created or received. When the files are full, we keep them in one of the church offices that are under the care of the church Clerk.”

The Administrator in Nairobi Yearly Meeting gave the following response:

“Most of the church records created or received are kept safely by the clerk of the church. Some records are kept by use of files, while others that are more sensitive are kept in locked cabinets that are in the Pastor’s office. Also, there are some churches that have church libraries where most records created or received are stored for easy future reference and retrieval.”

The Pastor in Bware Yearly Meeting gave the following response:

“Most of the church records are manually stored in files and kept by the church Clerk. However, sensitive and important records are taken to the Kenya National Archives to be kept safe for future reference”.
4.2.4 Challenges faced in managing the records in the Friends Church in Kenya

One of the challenges that churches face is poor record keeping. The researcher sought to establish from the church officials the causes for poor record keeping in Friends Church in Kenya. Out of all the sixteen church officials that were interviewed, twelve (75.0%) said poor record keeping practices was due to records being inaccessible when needed, eleven (68.8%) said records did not document the complete range of the church activities/transactions, and eight (50.0%) said records were insufficient in content, context and structure to reconstruct relevant activities and transactions that they document. Less than half of the officials gave other causes for poor record keeping as shown in Table 4.4.

Table 4.4: Causes for poor records keeping

<table>
<thead>
<tr>
<th>Causes for poor records keeping</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Records being inaccessible when needed</td>
<td>12</td>
<td>75.0</td>
</tr>
<tr>
<td>Records not documenting the complete range of the church activities/transactions</td>
<td>11</td>
<td>68.8</td>
</tr>
<tr>
<td>Records being insufficient in content, context and structure to reconstruct the relevant activities and transactions that they document</td>
<td>8</td>
<td>50.0</td>
</tr>
<tr>
<td>Lack of signing and dating additional information to the existing records</td>
<td>6</td>
<td>37.5</td>
</tr>
<tr>
<td>Records not complying with record keeping requirement resulting from legislation, audit rules and other relevant regulations</td>
<td>6</td>
<td>37.5</td>
</tr>
<tr>
<td>Records not stored in a secure environment, i.e. the degree of security and importance of contents</td>
<td>5</td>
<td>31.3</td>
</tr>
<tr>
<td>Records not being effective in terms of being identified and linked to the activities/functions/transactions to which they are related</td>
<td>4</td>
<td>25.0</td>
</tr>
<tr>
<td>Records are not handled professionally i.e. by unqualified personnel</td>
<td>2</td>
<td>12.5</td>
</tr>
</tbody>
</table>

The researcher further sought the effects of poor record keeping in churches. Fifteen (93.8%) of the church officials indicated that poor record keeping led to time wastage, especially when looking for information that is needed urgently; thirteen (81.3%) said conflicts of the church due to lack of information, twelve (75.0%) noted overspending on various church activities, while nine (56.3%) indicated that it made the church unproductive among other effects as shown in Table 4.5.
Table 4.5: The effects of poor records keeping to church operations

<table>
<thead>
<tr>
<th>The effects of poor record keeping to church operations</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Led to time wastage</td>
<td>15</td>
<td>93.8</td>
</tr>
<tr>
<td>Brought conflicts in the church</td>
<td>13</td>
<td>81.3</td>
</tr>
<tr>
<td>The church ended up overspending on various church activities</td>
<td>12</td>
<td>75.0</td>
</tr>
<tr>
<td>Made the church unproductive</td>
<td>9</td>
<td>56.3</td>
</tr>
<tr>
<td>Led to loss of file(s) that contain vital information</td>
<td>6</td>
<td>37.5</td>
</tr>
<tr>
<td>Made the church to have poor organisation culture</td>
<td>3</td>
<td>18.8</td>
</tr>
<tr>
<td>Some committed church members leave the church</td>
<td>1</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Church officials were also asked to indicate how effective the records created or received were managed. Three (18.8%) of the respondents said records created or received were managed very effectively, five (31.3%) it was effective, six (37.5%) less effective, while one (6.3%) indicated that the management was ineffective as shown in Figure 4.10. Cumulatively, half in the respondents eight (50.1%) stated that the records that were created or received were not effectively managed, an indication that churches face challenges in managing records.

Figure 4.10: How effective records created or received were managed
Further, respondents were asked to give reasons why records created or received were not effectively managed. In response, the pastor from Nairobi Yearly Meeting said:

“In our records management office, there are no files that clearly display the type of records stored. In addition, there are no shelves that should display each record kept for easy reference and retrieve.”

The administrator of Elgon Religious Society Yearly Meeting said:

“Our churches do not have cabinets for record storage. In addition, we don’t have fireproof records storage room. In case of fire break out, all records will be burnt and never recovered.”

The Pastor in Bware Yearly Meeting said:

“Church records are not well managed because there is not any installed digital system of managing records created or received. We rely on manual records keeping.”

The pastor of East Africa Yearly Meeting said:

“Churches lack trained personnel to handle records management leading to ineffective management in records created or received. Also, there is inadequate record storage space in many churches hence poor organisation of records created or received.”

Another challenge is that the rate of adoption of ICT by churches is very slow. The researcher sought to know the possible reasons that led to slowness in embracing ICT. The findings were as follows: eight (50%) of the respondents stated inadequate skilled manpower to adopt ICT systems in churches, five (31.3%) indicated lack of internet to facilitate ICT adoption, three (18.8%) identified poor church management that could effectively adopt and embrace ICT, three (18.8%) stated poor leadership, two (12.5%) lack of electricity, while another two (12.5%) identified lack in accessibility to records due to poor record keeping (Figure 4.11).
4.2.5 Status quo and recommendations for possible solutions to effective records management

The researcher was interested in establishing the possible solutions to ineffective records management in churches. First, the researcher asked the church officials to indicate the requisite resources that are required in the Friends Church in Kenya that would promote effective management in records. In terms of requisite resources, seven (46.7%) of the church officials interviewed identified buying files for ensuring safe keeping in records, seven (46.7%) skilled personnel to manage records, five (33.3%) use of advanced technology in records management; two (13.3%) having policies that will guide church affairs including records management; two (13.3%) having more offerings, donations and fund raisings to boost church inadequacies including ineffective records management; two (13.2%) identified enough finances and time to facilitate effective records management; one church officials stated ensuring good leadership, while another carrying out income generating projects/programmes. Table 4.6 shows church officials’ requisite resources for effective management in records.
Table 4.6: Requisite resources for effective management of records

<table>
<thead>
<tr>
<th>Requisite resources for effective management of records</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buying files for ensuring safety keeping records</td>
<td>7</td>
<td>46.7</td>
</tr>
<tr>
<td>Having skilled personnel to manage records</td>
<td>7</td>
<td>46.7</td>
</tr>
<tr>
<td>Use of advanced technology in records management</td>
<td>5</td>
<td>33.3</td>
</tr>
<tr>
<td>Having policies that will guide church affairs including records management</td>
<td>2</td>
<td>13.3</td>
</tr>
<tr>
<td>More offerings, donations and fundraising to boost church inadequacies</td>
<td>2</td>
<td>13.3</td>
</tr>
<tr>
<td>Providing enough finances and time to facilitate effective records management</td>
<td>2</td>
<td>13.3</td>
</tr>
<tr>
<td>Ensuring good leadership</td>
<td>1</td>
<td>6.7</td>
</tr>
<tr>
<td>Carrying out income generating projects/programs</td>
<td>1</td>
<td>6.7</td>
</tr>
</tbody>
</table>

Also, the researcher asked the respondents to propose how records created or received would be effectively managed. Ten (62.5%) of the respondents identified the use of the library for record keeping and reference; another ten (62.5%) easy accessibility to records as a solution; and eight (50.0%) use of electronic system in records management like emails, google drives, computer disks, flash disks, among others as opposed to manual ways which are tedious. In addition, nine (56.3%) identified ensuring there was accountability of any record kept, while three (18.8%) stated having a digital records management system in office. Table 4.7 shows the findings on how records created or received could be managed effectively.

Table 4. 7: How records created or received could be managed effectively

<table>
<thead>
<tr>
<th>How records created or received would be managed effectively</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>By use of library for record keeping and reference</td>
<td>10</td>
<td>62.5</td>
</tr>
<tr>
<td>By ensuring records were easily accessible</td>
<td>10</td>
<td>62.5</td>
</tr>
<tr>
<td>By ensuring there was accountability of any record kept</td>
<td>9</td>
<td>56.3</td>
</tr>
<tr>
<td>By more use of electronic system in records management like emails, google drives, computer disks, flash disks, among others as opposed to manual ways which are tedious</td>
<td>8</td>
<td>50.0</td>
</tr>
<tr>
<td>By having a digital records management system in office</td>
<td>3</td>
<td>18.8</td>
</tr>
</tbody>
</table>
The study was also interested to know the initiatives the church has taken to curb the problem in poor records keeping. From the findings in Table 4.8, ten (62.5%) of the respondents indicated that Friends Church in Kenya conducts sensitisation forums to the church officials on the importance of good records keeping practices, five (31.3%) creation of complete and accurate information to minimise conflicts, five (31.3%) safe records keeping and handling, four (25.0%) availability of data back-ups, three (18.8%) training of church members on both resource mobilization and good leadership in the management of records, and one (6.3%) stated peace and reconciliation and engagement of qualified personnel to handle records keeping.

Table 4.8: Initiatives undertaken to address poor records keeping

<table>
<thead>
<tr>
<th>Initiative undertaken to address poor records keeping</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct seminars to sensitise church leaders about the importance of good records keeping</td>
<td>10</td>
<td>62.5</td>
</tr>
<tr>
<td>Create information which can minimise conflicts</td>
<td>5</td>
<td>31.3</td>
</tr>
<tr>
<td>Ensure safety record keeping and handling</td>
<td>5</td>
<td>31.3</td>
</tr>
<tr>
<td>Ensure that there is back-up of data using IT systems</td>
<td>4</td>
<td>25.0</td>
</tr>
<tr>
<td>Train church members on resource mobilisation</td>
<td>3</td>
<td>18.8</td>
</tr>
<tr>
<td>Train church members on good leadership in management of records</td>
<td>3</td>
<td>18.8</td>
</tr>
<tr>
<td>Ensure that there is peace and reconciliation</td>
<td>1</td>
<td>6.3</td>
</tr>
<tr>
<td>Ensure there is qualified personnel to handle record keeping</td>
<td>1</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Further, the researcher asked the church officials to rate how effective the actions/initiatives undertaken to address the identified challenges on record keeping were. The feedback was as follows: thirteen (81.0%) rated the initiatives as effective in addressing the identified causes for poor records keeping, two (13.0%) less effective, while one (6.0%) church officials/leaders rated the initiatives as very effective (Figure 4.12).
Figure 4.12: How effective were the actions/initiatives undertaken to address the identified causes for poor record keeping?

Apart from the initiatives that the Friends Church in Kenya have taken to address the problems of poor records keeping, the researcher was also interested to know some of the Church officials/leaders’ suggestions to help completely alleviate the challenges of poor records keeping. All the respondents suggested that the churches should have records management systems where hard and digital copies are organised to complement each other. Fourteen (87.5%) recommended a back-up system to minimise loss of data, thirteen (81.3%) employment of professional personnel to handle records management, seven (43.8%) keeping of accurate and updated church records, five (31.3%) an audit of the current records to rectify any error, while one (6.3%) recommended availing required information to the church members. Table 4.9 summarises the recommendations by church officials/leaders to alleviate the challenges of poor records keeping.

Table 4.9: Suggestions to alleviate poor records keeping challenges

<table>
<thead>
<tr>
<th>Suggestions to alleviate the challenges</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have records management system where hard copies and digital copies are organised that complement each other</td>
<td>16</td>
<td>100.0</td>
</tr>
<tr>
<td>Back-up systems for easy reviews in case of data loss</td>
<td>14</td>
<td>87.5</td>
</tr>
<tr>
<td>Employ people who are qualified in dealing with records management</td>
<td>13</td>
<td>81.3</td>
</tr>
<tr>
<td>Ensure records are accurate and updated</td>
<td>7</td>
<td>43.8</td>
</tr>
<tr>
<td>An audit in the current record should be carried out to rectify any error</td>
<td>5</td>
<td>31.3</td>
</tr>
<tr>
<td>Avail necessary information to church members</td>
<td>1</td>
<td>6.3</td>
</tr>
</tbody>
</table>
Last but not least, the researcher asked the church officials how best to improve ICT in church activities. Feedback shows that it is by initiating trainings on use of ICT facilities among church members and leaders; purchasing ICT facilities like computers; carrying out sensitisation campaigns on the advantages of ICT; ensuring regular digital keeping of records; and leaders should understand ICT needs of the members. The findings on how to improve ICT adoption of church activities are illustrated in Table 4.10.

Table 4.10: How to improve ICT adoption in church activities

<table>
<thead>
<tr>
<th>How best to improve ICT adoption in church activities</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate trainings on use of ICT facilities</td>
<td>11</td>
<td>68.8</td>
</tr>
<tr>
<td>Purchase ICT facilities</td>
<td>11</td>
<td>68.8</td>
</tr>
<tr>
<td>Carry out sensitisation campaigns on the advantages of use of IT</td>
<td>6</td>
<td>37.5</td>
</tr>
<tr>
<td>Ensure regular digital keeping of records</td>
<td>2</td>
<td>12.5</td>
</tr>
<tr>
<td>Leaders should understand the ICT needs of their members</td>
<td>2</td>
<td>12.5</td>
</tr>
</tbody>
</table>

4.3. Findings from interviews with church members

Interviews were conducted with the church members in Friends Church in Kenya to provide additional information to that obtained from the church officials. The researcher targeted church members who attended yearly meetings for Bware Friends Church, Kaimosi Friends Church, Lugulu Friends Church and Friends International Centre-Ngong Road. Two church members were interviewed in each in the four centres.

4.3.1 Demographic information of the church members

4.3.1.1 Name of the church

The researcher sought to know the specific churches the respondents in the four regional headquarters came from. According to Table 4.11, two (25%) were from Emmau Kaimosi Friends church. Others churches like Magina Friends Church, Lwanda Meetings Friends Church, Lugulu Friends Church, Elgon Religious Society Friends Church, Donholm Friends Church and Friends International Centre-Ngong Road were represented by one (12.5%) respondent each as shown in Table 4.11.
Table 4.11: Name of the church

<table>
<thead>
<tr>
<th>Regional Headquarters</th>
<th>Name of the Friends Church</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaimosi Friends Church (Capital Headquarters for all Friends Church in Kenya)</td>
<td>EMMAU Kaimosi</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Bware Friends Church (Nyanza Region)</td>
<td>Magina</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td></td>
<td>Lwanda Meetings</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td>Lugulu Friends Church (Western region)</td>
<td>Lugulu</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td></td>
<td>Elgon Religious Society</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td>Friends International Centre - Ngong Road (Coast, Rift Valley, Central, North Eastern, Eastern &amp; Nairobi regions).</td>
<td>Donholm</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td></td>
<td>Nairobi-Ngong road</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.3.1.2 Gender of the church members

Out of the eight church members that were interviewed, five (62.0%) were male, while three (38.0%) were female (Figure 4.13).

Figure 4.13: Gender of church members

4.3.1.3 Age bracket

The study sought to find out the age bracket of the church members. Results show that five (63.0%) were between 61-65 years, two (25.0%) below 50 years, while one (12.0%) was between 56-60 years (Figure 4.14).
4.3.1.4 Period of membership at current church

The length of time church members had been in their current church was among the demographic information that this study sought to know. As per the findings shown in Figure 4.15, five (62.0%) had been church members for 6-10 years, two (25.0%) 16-20 years, while one (13.0%) was for 11-15 years.

**Figure 4.15: Period of membership of church members at current church**

4.3.1.5 Education level

The researcher was interested in knowing the highest level of education of the church members. Findings were as follows: Three (37.5%) had education up to primary level, one
(12.5%) secondary level, one (12.5%) certificate level, one (12.5%) diploma level, while two (25.0%) had education up to undergraduate level (Figure 4.16).

Figure 4.16: Education level of church members

<table>
<thead>
<tr>
<th>Level</th>
<th>No. of respondents (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>37.5</td>
</tr>
<tr>
<td>Secondary</td>
<td>12.5</td>
</tr>
<tr>
<td>Certificate</td>
<td>12.5</td>
</tr>
<tr>
<td>Diploma</td>
<td>12.5</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>25.0</td>
</tr>
</tbody>
</table>

4.3.2 Types and formats of records created or received by church members

The researcher sought from the church members the type and format of information they created, inquired or received from the church. All the church members interviewed eight (100.0%) indicated that they had requested or inquired about information from their respective churches. They were further asked to state the type of information they had inquired or requested for and responded as follows: six (75.0%) said they had inquired about financial records, all of them eight (100.0%) membership records, all of them (100.0%) meetings records, three (37.5%) circulars, three (37.5%) newsletters, three (62.5%) policies and manuals, four (50.0%) invoices, six (75.0%) business plans, one (12.5%) brochures, and five (62.5%) had inquired about activity progress records (Figure 4.17).
The researcher went further and asked the church members to indicate the church office that they approached for the information they wanted, and their responses were as follows: four (50.0%) said from the Pastor’s office, four (50.0%) church clerk’s office, three (37.5%) church elders’ office, one (12.5%) church records management office, and two (25.0%) from the church administrator’s office (Figure 4.18).

Figure 4.18: Church office responsible of providing church members with information that they need
Church members were also asked to indicate the kind of activities or functions that the church carried, or was carrying out that led to creation of records. The findings were as follows: all eight (100.0%) of the church members interviewed identified seminars/workshops, yearly meetings, church construction projects, youth group programmes, women group programmes and men group programmes. Six (75.0%) of the church members identified agricultural activities like farming, five (62.5%) church income generation projects/businesses, five (62.5%) self-help groups, five (62.5%) environmental conservation activities like planting trees, while four (50.0%) identified human care support (HIV/AIDS, disabled, the needy) as shown in Table 4.12.

Table 4.12: Functions, activities or transactions undertaken by church

<table>
<thead>
<tr>
<th>Function/activities undertaken by church</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminars/workshops</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Yearly meetings</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Church construction projects</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Youth group programmes</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Women group programmes</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Men group programmes</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Agricultural activities (farming for cash and subsistence crops)</td>
<td>6</td>
<td>75.0</td>
</tr>
<tr>
<td>Church income generation projects/businesses</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Self-help groups</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Environmental conservation activities (planting trees, grass,)</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Human care support (HIV/AIDS, disabled, the needy)</td>
<td>4</td>
<td>50.0</td>
</tr>
</tbody>
</table>

4.3.3 Records management systems used by churches

The study intended to establish the management systems that were currently being used by the churches. Table 4.13 shows responses from the church members on how records created and received are managed.
Table 4.13: How records created and received are managed

<table>
<thead>
<tr>
<th>How records created and received are managed</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>By more use of electronic system in records management like emails, google drives, computer disks, flash disks, among others as opposed to manual ways which are tedious</td>
<td>6</td>
<td>75.0</td>
</tr>
<tr>
<td>By ensuring records are easily recoverable through a document recovery plan/system</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>By having a digital records management system in office</td>
<td>4</td>
<td>50.0</td>
</tr>
<tr>
<td>By use of library for record keeping and reference</td>
<td>4</td>
<td>50.0</td>
</tr>
<tr>
<td>By ensuring there is accountability in any record kept</td>
<td>4</td>
<td>50.0</td>
</tr>
<tr>
<td>By ensuring records are easily accessible</td>
<td>2</td>
<td>25.0</td>
</tr>
</tbody>
</table>

The researcher also sought to establish whether Friends Church in Kenya had adopted information technology in the management of church records. First, the respondents were asked to indicate the areas that embraced information technology. As illustrated in Figure 4.19, responses reveal that five (56.0%) respondents were not aware in any area or section in their churches that embraced ICT in church operations. However, three (33.0%) indicated human resource management, while one (11.0%) stated that the financial management in their respective churches embraced ICT. These findings imply low usage of ICT in records management.

Figure 4.19: Areas church members were aware of that embraced ICT
The researcher went further and asked the respondents to highlight some of the benefits that their churches had realised as a result of embracing ICT in some of their operations like financial and human resource management. Among the benefits that the respondents highlighted include: enhancing speed and accuracy in record handling, enhancing information circulation, enhancing transparency and trust, and enhancing accessibility of records (Table 4.14).

**Table 4.14: Benefits realised from embracing ICT**

<table>
<thead>
<tr>
<th>Benefits realised from embracing ICT</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Enhances speed and accuracy in record handling</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Enhances information circulation</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Enhances accessibility of records</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Enhances transparency and trust</td>
<td>1</td>
<td>12.5</td>
</tr>
</tbody>
</table>

**4.3.4 Challenges facing churches in records management**

Poor record keeping is one of the biggest challenges churches are facing in records management. The researcher, therefore, sought from church members the causes for poor records keeping in their churches. According to the study findings Table 4.15, seven (87.5%) of them said it was due to records being inaccessible when needed; six (75.0%) due to records not documenting the complete range of the church's activities; six (75.0%) records were not effective in terms of being identified and linked to the activities to which they are related; five (62.5%) lack of signing and dating addition information to the existing records; and five (62.5%) stated it was due to records being insufficient in content, context and structure to reconstruct the relevant activities that they documented, among other causes.
Table 4.15: Causes for poor records management

<table>
<thead>
<tr>
<th>Causes for poor records management</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Records being inaccessible when needed</td>
<td>7</td>
<td>87.5</td>
</tr>
<tr>
<td>Records not documenting the complete range of the church's activities transaction</td>
<td>6</td>
<td>75.0</td>
</tr>
<tr>
<td>Records not being effective in terms of being identified and linked to the activities/functions/transactions to which they are related</td>
<td>6</td>
<td>75.0</td>
</tr>
<tr>
<td>Lack of signing and dating addition information to the existing records</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Records being insufficient in content, context and structure to reconstruct the relevant activities and transactions that they document</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Records not complying with record keeping requirements resulting from legislation, audit rules and other relevant regulation</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Records not stored in a secure environment whereby the degree in security and importance in contents</td>
<td>4</td>
<td>50.0</td>
</tr>
<tr>
<td>Records are hand handled professionally i.e. by unqualified</td>
<td>4</td>
<td>50.0</td>
</tr>
</tbody>
</table>

The researcher went further to establish the effects of poor records keeping in church operations. When asked, all church members that were interviewed eight (100.0%) said it led to time wastage in the church, seven (87.5%) overspending on various church activities, six (75.0%) conflicts in the church, five (62.5%) loss of files that contained vital information, and three (37.5%) said it made the church unproductive (Table 4.16).

Table 4.16: How the problems affect the church operation

<table>
<thead>
<tr>
<th>How poor records keeping affected the church operation</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Led to time wastage</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>Made the church to have poor organisation and culture</td>
<td>7</td>
<td>87.5</td>
</tr>
<tr>
<td>The church ended up overspending on various church activities</td>
<td>6</td>
<td>75.0</td>
</tr>
<tr>
<td>Brought conflicts in the church</td>
<td>6</td>
<td>75.0</td>
</tr>
<tr>
<td>Led to loss of file(s) that contain vital information</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Made the church unproductive</td>
<td>3</td>
<td>37.5</td>
</tr>
</tbody>
</table>
Delays in providing required information is a challenge churches are facing in records management. The researcher was therefore interested in knowing how long it took church members to get feedback for the information they needed from the church office. Findings shown in Figure 4.20 indicate that six (75.0%) of church members received feedback after 2-3 days, one (12.5%) after one week, while one (12.5%) received feedback after a month. From these findings, none of the church members revealed that he/she received feedback immediately or within a day, an indication that retrieving records and availing them when requested or required is a challenge to churches.

**Figure 4.20: Period church members took to get feedback for the information they needed**

In order to establish why it took long for church offices to provide church members with the information they requested, the researcher further asked the causes for delay in the provision of requested information. In response, five (83.3%) of the church members said lack of an ICT system to manage the records, (66.7%) indicated that records were not well kept, while (33.3%) stated that records were not easily accessible. In addition, one church member from East Africa Yearly Meeting (Kaimosi) said:

“*Our church offices delay in providing us with the information we want because the people working in those offices are not qualified people. They are ordinary people who don’t understand records management, hence making it difficult to get information required as soon as possible.*”
Figure 4.21 Shows the causes of delays when providing church members with information required.

The researcher also asked the church members to rate the efficiency of feedback received from the church offices for requested information. Findings indicate that four (50.0%) rated the feedback they got as effective, while four (50.0%) rated it as less effective (Figure 4.22). This is an indication that there is lack of efficiency in the provision of information by churches in regards to records management.

Figure 4.21: How effective were the feedback church members received

The researcher was also interested to know the extent to which the respondents were satisfied with the information inquired or requested from the church offices. The responses were as follows: 50.0 percent of the respondents stated that they were dissatisfied, 25.0 percent were
satisfied, one (12.5%) was fairly satisfied, while one (12.5%) was not satisfied at all. These findings show that churches had challenges in accessing information leading to dissatisfaction of church members in regard to provision of required information by the churches.

Figure 4.22: How satisfactory was the information the church provided

![Bar chart showing satisfaction levels](chart.png)

Another challenge facing churches in records management is the low adoption rate of ICT. As a result, the researcher sought to find out the reasons why this was the case. Study findings revealed that four (66.0%) of the church members indicated unavailability of ICT facilities, three (50.0%) lack of goodwill to embrace ICT, three (50.0%) lack of qualified personnel to embrace ICT, and two (33.3%) inadequate funds to purchase ICT tools (Table 4.17).

<table>
<thead>
<tr>
<th>Reasons for low adoption to embrace ICT</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unavailability of ICT facilities</td>
<td>4</td>
<td>66.7</td>
</tr>
<tr>
<td>Lack of goodwill to embrace ICT</td>
<td>3</td>
<td>50.0</td>
</tr>
<tr>
<td>Lack of qualified personnel to embrace ICT</td>
<td>3</td>
<td>50.0</td>
</tr>
<tr>
<td>Inadequate funds to purchase ICT tools</td>
<td>2</td>
<td>33.3</td>
</tr>
</tbody>
</table>
4.3.5 Status quo and possible solutions to ineffective record management in churches

The researcher established from the respondents the possible solutions for improving records management in churches. Five respondents (71.4%) suggested that the church should put in place an ICT system to facilitate effective records management, four (57.1%) recommended churches should employ skilled personnel to handle the ICT facilities, while two (28.6%) proposed that churches should have enough ICT equipment to avoid shortage in case in breakage or loss (Table 4.18).

**Table 4.18: Suggestions of improving records management**

<table>
<thead>
<tr>
<th>Suggestions of improving records management</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The church should put in place ICT system to facilitate effective records management</td>
<td>5</td>
<td>71.4</td>
</tr>
<tr>
<td>Employ skilled personnel to handle the ICT facilities</td>
<td>4</td>
<td>57.1</td>
</tr>
<tr>
<td>Have enough equipment of ICT to avoid shortage in case of breakage or lost</td>
<td>2</td>
<td>28.6</td>
</tr>
<tr>
<td>The church should use digital back-up systems to secure files for future reference</td>
<td>2</td>
<td>28.6</td>
</tr>
</tbody>
</table>

In addition to the suggestions shown in Table 4.18, a church member from Bware Yearly meeting said:

“Churches of reputation like the Friends Church should ensure that they have a digital back-up system in place so that records created and received are secured for future reference. The churches should have computers and external hard disks to store data so that in case a file is lost, records can be retrieved from the computer or stored disks.”

Also, three (50.0%) of the church members interviewed suggested that churches should purchase ICT facilities like computers for digital record management, three (50.0%) suggested improving accessibility to church information as a solution, and two (33.3%) identified carrying out sensitisation campaigns on use of ICT and its advantages among church members (Table 4.19).
Table 4.19: Suggestions on improving use of ICT in churches

<table>
<thead>
<tr>
<th>Suggestions on improving use in ICT in churches</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement ICT system and purchase ICT facilities</td>
<td>3</td>
<td>50.0</td>
</tr>
<tr>
<td>Improve accessibility to information</td>
<td>3</td>
<td>50.0</td>
</tr>
<tr>
<td>Carry out sensitisation campaigns on use of ICT and its advantages</td>
<td>2</td>
<td>33.3</td>
</tr>
</tbody>
</table>

In addition to the suggestions provided in Table 4.19 on improving use in ICT, one church member from Nairobi Yearly Meeting said:

“The Friends Church must ensure that they employ qualified personnel to handle ICT tools like computers, cameras, photocopy machines, printers, scanners, projectors among others.”

A church member from East Africa Yearly Meetings also said:

“Churches should consider increasing the budget for purchasing and maintaining ICT facilities that boost effective record management.”

A church member from Bware Yearly meeting said:

“The church leaders should understand and know the ICT needs of their church members and ensure that those needs are met. By so doing, the church members will appreciate the advantage of having ICT facilities in their churches hence promoting effectiveness in record management “.

The researcher further sought actions that churches had undertaken to curb the identified ineffective records management practices. According to the church members that were interviewed, such actions include: employing skilled personnel, training leaders on the importance of good record keeping, use ICT to file records, use of file cabinets to prevent loss of files, building good offices, replacing aged and inexperienced man-power with young man-power, and auditing of all church activities as shown in Table 4.20.
Table 4. 20: Actions undertaken to address the problems

<table>
<thead>
<tr>
<th>Action undertaken to address the problems</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employing skilled personnel</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Training leaders on the importance of good record keeping</td>
<td>3</td>
<td>37.5</td>
</tr>
<tr>
<td>Use ICT to file records</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Use file cabinets to prevent loss of files</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Building good offices</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>Enhance good filing system</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td>Replace old and inexperienced man-power with young man-power</td>
<td>1</td>
<td>12.5</td>
</tr>
<tr>
<td>Audit all church activities</td>
<td>1</td>
<td>12.5</td>
</tr>
</tbody>
</table>

Other suggestions that church members provided to improve record keeping in churches include: ensuring records are accurate and updated, have a records management system where hard copies and digital copies are organised to complement each other, employ qualified personnel to handle management in records, among others as shown in Table 4.21.

Table 4.21: Suggestions on how to improve the management of records keeping

<table>
<thead>
<tr>
<th>Suggestion on how to improve the management of records keeping</th>
<th>No. of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure record are accurate and updated</td>
<td>8</td>
<td>100.0</td>
</tr>
<tr>
<td>The church should have records management system where hard copies and digital copies are organised, and complement each other</td>
<td>7</td>
<td>87.5</td>
</tr>
<tr>
<td>They should employ people who are qualified in dealing with records management</td>
<td>7</td>
<td>87.5</td>
</tr>
<tr>
<td>To have back-up systems for easily retrieve in case of data loss</td>
<td>7</td>
<td>87.5</td>
</tr>
<tr>
<td>An audit in the current record should be carried out to rectify any error</td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td>Avail necessary information to church members</td>
<td>1</td>
<td>12.5</td>
</tr>
</tbody>
</table>
4.4 Summary of chapter four

This chapter presented the study findings that were obtained after analysing the data that was collected from the field through interviews with the church members, and church officials like clerks, pastors and church administrators in the Friends Church (Quakes) in Kenya. The findings were presented in line with the research objectives and research questions that guided this study. The next chapter interprets and discusses the study findings as presented in Chapter Four. The interpretation and discussion will be based on the study’s objectives and the related literature reviews.
CHAPTER FIVE
INTERPRETATION AND DISCUSSION OF RESEARCH FINDINGS

5.1. Introduction

This chapter discusses research findings, which are guided by the objectives in the study. Interpretation in data enables the researcher to understand the relations and processes that underlie the findings (Kothari, 2004). Data interpretation took into account the four objectives of the study to compare with the already existing literature. The four objectives of the study are as follows:

1. To find out the records’ types and formats created or received by the Friends Church in Kenya
2. To establish records management systems currently being used in managing records in the Friends Church in Kenya
3. To investigate the challenges faced in managing the records in the Friends Church in Kenya
4. To assess status quo and recommend possible solutions

5.2 Records’ types and formats received by churches

The first objective of this study was to find out the records’ types and formats that were created and received by the Friends Church (Quakers) in Kenya. Records is information created or received by an individual or organisation in pursuance of legal or transaction in business (ISO 15489-1:2001). Records are assets created to meet operational and evidential needs in organisations or individuals (Garaba, 2015; Kalusopa & Nguluba; Ngoepe & Ngulube). Research findings revealed that all the respondents acknowledged that records are created from the various church functions/activities, namely: church construction projects, seminars/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, environmental conservation activities (planting trees and grass).

Research findings further revealed that the church records support operational and evidential needs of the churches. All the church members in Friends Church in Kenya had requested or
inquired some kind of information from their respective churches. From the findings, 12.2 percent revealed that they had inquired about financial records, membership records (16.3%), meetings records (16.3%), circulars (6.1%), newsletters (6.1%), policies and manuals (10.2%), invoices (8.2%), business plans (12.2%), brochures (2.0%), and activity progress records (10.2%). The findings of the study indicated that the churches have the obligations of managing records created or received to enhance church administration, facilitate easy access to the relevant information, and reduce risks related to statutory or regulatory compliance (Stewart, 2004; Gormley, 2007; Ngoepe, 2014; Ajiboye et al., 2016).

5.3 Current records management systems in churches
The second objective of the study was to establish records management systems currently being used in Friends Church in Kenya. Records management practices in the Friends Church in Kenya are as old as the church. Painter (1966) noted that the early missionaries were keen to uphold George Fox’s advocacy for proper records keeping in business sessions. This study looked at the current records management systems in the Friends Churches in Kenya.

Literature reviews indicated that church organisations put considerable efforts to ensure proper preservation of vital records for future use (Baron, 2004; Parkwoski, 2007; Church of England, 2009; Ngoepe and Ngulube, 2014; Garaba, 2013 & 2015). The findings of the study revealed that the requisite resources for effective management of records in churches include:

- Buying files for ensuring safe keeping of records,
- Use of advanced technology in records management,
- Having policies that will guide church affairs, including records management,
- Ensuring good leadership,
- Offerings, donations and fund raisings to boost church inadequacies,
- Having skilled personnel to manage records,
- Providing enough finances and time to facilitate effective records management, and
- Carrying out income generating projects/programmes.

Literature reviews indicated that records management practices conducted in churches include: creation, maintenance, access, use, preservation and final disposal of records (Ajiboye et al., 2016). Records management responsibilities in churches were assigned to designated office holders determined by the church organisations structure and operations.
(Eun-hui, 2000; Thornborow, 2007). Findings of the study revealed that respondents indicated church records were managed by various designated office holders. For instance, the Pastor in East Africa Yearly Meetings (Kaimosi) said:

“…When the files are full, we keep them in one in the church offices that is under the care in the church clerk.”

The Administrator in Nairobi Yearly Meeting also said:

“Most in the church records created or received are kept safely by the clerk in the church…”

In addition, the Pastor in Bware Yearly Meeting said:

“Most of the church records are manually stored in files and kept by the church clerk…”

In conjunction with the literature reviews that indicated the custodian of church records, the findings of the study revealed that records were kept at the pastor’s office (28.6%), clerk’s office (28.6%), church elders’ office (21.4%), church records management’s office (7.1%), and church administrator’s office (14.3%). This shows that the Friends Church in Kenya was not well organised in terms of handling records created and received because records were held by various offices and, therefore, difficult to hold an office responsible in terms of accessibility of information. It is important for churches to have one office mainly dealing with records keeping for transparency, accountability, accessibility, retrieval and future reference.

5.4 Challenges that churches face in managing records

In Kenya, records management has evolved from primitive records management practices to integrated records systems in many organisations, especially administrative ones. Despite the advancement, Wamukoyo (1996) states that common records management problems that still exist in many organisations include: frequent misplacement/loss of files and documents, accumulation of voluminous obsolete documents due to absence of records retentions/disposal schedules and inadequate storage infrastructure for the records lifecycle. The church as an organisation is no exception. Thornborow, (2007) noted that the Religious Society of Friends of Great Britain was more proactive in the care of records cycle and this
enhanced accountability and transparency amongst its members and the community at large. The findings of the study revealed that although the Friends Church in Kenya is known for embracing good records management practices, the current practices leave much to be desired. This is due to inefficient records keeping systems, inadequate funding towards records management activities, unskilled personnel managing church records, reluctance in release and sharing of information from members, inadequate storage infrastructure, and lack of awareness and knowledge by the Church and members about the importance of good records keeping.

Literature reviews indicate lack of records centres has forced most of the church organisations to keep their religious records in historical societies, higher learning institutions as well as state archives repositories (Brown, 1998; McClure, Case & Gormley, 2012). This is applicable to the Friends Church in Kenya that has kept some of its vital records at the Kenya National Archives and Documentation Services for safety and future reference. Research findings of the study revealed that at least 50 percent of the church officials acknowledged records management challenges as:

- Records were not easily accessible when needed;
- Some records that were documented did not capture the complete range of the church activities’ transaction;
- Records were not effective in terms of being identified and linked to the activities/functions/transactions to which they are related to;
- Records were insufficient in content, context and structure to reconstruct the relevant activities and transactions;
- Records were not complying with records keeping requirement based on legislation, audit rules and other relevant regulations;
- Records were not stored in a secure environment whereby the degree of security and importance of content was not safeguarded; and
- Records were handled by unqualified personnel.

Research findings of the study revealed existence of various causes of poor records keeping in the Friends Churches in Kenya which hinders operational efficiency and accountability. For instance, research findings indicated that more than half of the officials of the church revealed that improper records keeping led to time wastage and poor organisation in the
church. Poor records keeping made the church unproductive, thus loss of file(s) that contained vital information. This brought conflicts in the church, and caused it to overspend on various activities.

Records are increasingly becoming electronic due to adoption of Information Communication Technology (ICT) and Electronic Records Management Systems (ERMS) as a tool designated to capture and manage records in any format according to organisation’ records-keeping principles (Gunneugsdottir, 2008; Blais, 1995; Asogwa, 2012). The management of electronic records in churches remains a challenge due to introduction of electronic systems on top of inefficient manual systems that exposes churches to new risks of protecting data integrity. Research findings of the study revealed that all the respondents acknowledged slow uptake of ICT in the churches due to unavailability of ICT facilities, budgetary constraints, poor church leadership and unqualified personnel. The Friends Church in Kenya has to invest in ICT to benefit from improved quality of service and digital preservation of vital records (Mohan, 2010; Mcleod, 2005).

5.5 Status quo and possible solutions to poor record management in churches

The fourth objective of the study sought suggestions from the respondents on how to improve records management in churches to enhance efficiency in information management. From the research findings, the following interventions were proposed to address the identified challenges:

- Ensure easy accessibility to records;
- Ensure accountability in all records under the custody of the churches;
- Make use of electronic system in records management like emails, google drives, computer disks, flash disks, among others as opposed to manual ways which are tedious; and
- Implement a digital records management system.

Literature reviews indicated the ICT has improved information management services in organisations through the provision of relevant and accurate information in a timely manner that support strategic decision making (Blaise, 1995; & Asogwa, 2012). The respondents suggested investment in ICT through the following initiatives:
• Implement a records management system to manage hard copies and electronic records
• Conduct awareness campaigns on the advantages of embracing ICT into church operations;
• Recruit and deploy skilled personnel to handle ICT tools;
• Church leadership to establish ICT needs of their members and accord the necessary support;
• Allocate adequate funds to support in improving and maintaining ICT facilities; and
• Implement back-ups systems for easy retrieval in case in data loss.

In addition, the respondents suggested various interventions on how to improve records management in the Friends Churches (Quakers) in Kenya Churches as follows:

• The church leadership should support records management initiatives;
• The church leadership to create awareness forums on the importance of records keeping practices;
• The church should develop and implement a records management strategic plan;
• Implement in-house training programmes on effective records management for church officials and the clergy; and
• Conduct audit of the current records practices and improve on areas of need.

5.6 Summary of chapter five
This chapter has presented the interpretation of research findings. According to the interpretation, Friends Church in Kenya faces challenges in the application of records management principles. There were notable gaps in the effective control of records cycle and low uptake of ICT in church operations. Notwithstanding, a few optimistic efforts were noted such as existence of designated office holders assigned records management responsibilities.
CHAPTER SIX
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1. Introduction

This chapter presents the summary in major findings, conclusion and recommendations.

6.2 Summary in findings

6.2.1 Types and formats of records created or received by the Friends Church in Kenya

- The Friends Church in Kenya creates or receives a large amount in records from its diverse activities
- The activities that have led to the creation of records include: construction projects, seminar/workshops, yearly meetings, group programmes for youth, men and women, and agricultural initiatives
- The officials participated in church activities as facilitators (37.5%), clerks (12%), chaired initiatives (12.5%) and fund raisers (12.5%)
- The members requested or inquired for information on church transactions
- The requests or inquiries were mainly on membership, financial reports, meeting minutes, agricultural initiatives and income generation projects/businesses.

6.2.2 Current records management systems in Friends Church in Kenya

The requisite resources identified for managing records were skilled personnel, use of advanced technology, standardised policies and guidelines, adequate funding and structured governance. The Friends Church in Kenya was not effectively managing records due to lack of trained personnel, inadequate storage space, and unclear display of records by church leaders.

The respondents were aware of church offices responsible for dissemination in information: pastor’s offices (28.6%), church clerk’s office (28.6%), church elders’ office (21.4%), church administrator’s office (14.3%) and the church records management office (7.1%). The church has adopted information technology in its records management function. The respondents were aware of usage of information technology in church activities such as: public address gatherings, dissemination of information, human resource management and financial
management operations. There was usage in ICT in the church operations which enhanced records accessibility, information dissemination and transparency, saving operational costs.

6.2.3 Challenges Friends Church in Kenya face in managing records

The state of records management in the churches was poor due to records inaccessibility, non-compliance with statutory and regulatory requirements, incomplete documentation, unsecure storage environment, lack of experience and skilled inficials. The poor records keeping practices contributed to time wastage, overspending, conflicts, loss of vital information and low productivity. Church officials took 2-3 days (65%), one week (13%) or a month (12%) to provide requested information. The delays in provision of instant feedback were attributed to unqualified personnel, records inaccessibility and lack of ICT for managing records.

6.2.4 Status quo and possible solutions to effective records management in Friends Church in Kenya

In ensuring that records are properly managed to stand the test in time, Friends Church in Kenya needs continuous training on good records keeping practices, employ qualified records personnel, design structured guidelines and standards, allocate adequate budgets for required resources, and implement records management systems for paper-based and electronic records. The respondents believed that the usage of ICT in managing records can improve church operations as opposed to the current records management manual systems.

The adoption of ICT was most likely to improve church operations, if properly embraced. The respondents identified the following record management improvements on Friends Church in Kenya operations: fast accessibility to records and information, data back-ups, minimised information loss, secured storage environment, and authenticity and accuracy of records. Other interventions identified by respondents to curb records management challenges include: back-ups of data, engagement of qualified personnel, accurate data documentation, train church leadership on good records keeping practices, provision of adequate filing cabinets, and automation in records functions.

6.3 Conclusion

Records management has become a key driver in ensuring effective operation in any institution, organisation or company. Shepherd (2006) asserts that effective records
management enables institutions to conduct daily activities in an efficient and accountable manner. Saffady (1999) agrees that effective records management ensures compliance with legally mandated records keeping requirements and facilitates easy access to recorded information when required irrespective of media. Friends Church in Kenya is one of the institutions that creates and receives records that require proper management in order to ease instant feedback for requested or inquired information, secure storage areas to prevent loss of records, and ensure easy flow of recorded information for strategic decision making.

6.3.1 Records types and formats of records created or received by Friends Church in Kenya
The church creates and receives records in different formats. The respondents revealed that records created or received include: financial reports, membership reports, meeting minutes, circulars, newsletters, policies/legislations, manuals, invoices, business plans, brochures, and activity progress reports. Church activities that led to the creation of the mentioned records include: church construction projects, seminars/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). Based on these findings, the study concludes that Friends Church in Kenya creates and receives large amounts of records which need proper management to enhance strategic decision making of its operations.

6.3.2 Current records management systems in Friends Church in Kenya
The churches are currently using traditional methods in managing their records which are ineffective as confirmed by the officials. In addition, the respondents agreed that the church records were poorly managed due to lack of qualified personnel, lack of digital records management systems and only a few churches had cabinets and files for keeping records. The officials also revealed that vital church records were kept in the government’s national archive to ensure safety, an indication that current records management practices in churches were poor. The church offices responsible for records keeping and information delivery were: the pastor’s office (28.6%), church clerk’s office (28.6%), the church elders’ office (21.4%), the church administrator’s office (14.3%) and church records management office (7.1%). Although the Friends Church in Kenya had offices responsible for information dissemination, there was delay in provision of instant feedback due to inadequate records management
requisite resources. The Church has not fully embraced use of digital methods in managing records created and received. This was witnessed by the study’s findings that revealed that ICT was mainly used in administrative operations and human resource management. Based on these findings, this study concludes that Friends Church in Kenya has not adopted digital systems in records management which promotes good governance due to easy access and information sharing across the Church.

6.3.3 Challenges churches face in managing records
As pointed out in the literature reviews, Friends Church in Kenya is among the organisations that encounter records management challenges. The respondents revealed some of the challenges as: records inaccessibility incomplete and inaccurate documentation in transactions; records content, context and structure not sufficient to reconstruct the relevant activities and transactions; records not compliant with statutory and regulatory requirements; unsecured storage environment compromising records safety and integrity; and records handled unprofessionally. There is need for the Friends Church in Kenya to address the mentioned challenges to enhance service excellence.

6.3.4 Possible solutions to improve records management in churches
As noted earlier, current records management systems adopted by Friends Church in Kenya are not effective. In order to improve records management, respondents gave various improvement suggestions such as use of the library for records keeping and reference, accessible and accountability of records kept, and use of electronic records management systems as opposed to the manual records management systems. The study, therefore, concludes that there is need for churches to improve their records keeping practices to enhance operational efficiency.

6.4 Recommendations
Looking at the research problem of this study, Friends Church in Kenya needs to improve their record keeping practices. The improvement needs to focus on integrating the traditional manual records management practices with electronic records management practices. This approach promotes creation and maintenance of accurate records of all church activities, improves accountability and transparency within the Church, enhances compliance with statutory and legislative requirements, reduces operational costs, and eases accessibility to information when required.
6.4.1 Record types and formats of records created or received by Friends Church in Kenya

Based on the study’s findings, it is recommended that the officials should be obligated to create and maintain accurate records. These records enhance accountability and transparency within the church, ensure legislative compliance with statutory and legislative, reduce operational cost, and ease accessibility to information.

6.4.2 Current records management systems in Friends Church in Kenya

Friends Church in Kenya needs to upgrade their current manual records management systems to modern electronic records management systems where hard and digital copies are organised to complement each other. In addition to the use of the Kenya National Archives Documentation Services as the custodian of Church’s vital records, the Church needs modern libraries to store current information and repositories to store non-current information.

There is need for fire proof cabinets at their yearly meetings to protect their records against fire and theft. This is due to the fact that the officials reported loss of files and fear of fire incidents which led to vital records being kept at Kenya National Archives and Documentation Services.

The Church needs to establish records management offices that are well equipped with electronic systems responsible for provision of information when required as opposed to the current situation in various offices handling information and records management. An electronic record management system will have a turnaround time for church members; issues of misfiling, high records demand, untidy filing of church records, loss of files, delays in provision of feedback, and time wastage in retrieving records will be resolved. Electronic records management systems will also reduce time and energy wastage as well as reduce operational costs.

6.4.3 Challenges churches face in managing records

The records management challenges experienced in Friends Church in Kenya remain a high risk to quality in service delivery and litigation. In order to address some in these challenges such as records inaccessibility, inaccurate documentation, unsecure storage environment and records not handled prissentally, the Church should have records management systems that allow a hybrid environment for hard and digital copies that complement each other, back-up
systems to minimise loss in data, employment in prinessional personnel to handle records, conducting regular assessment of existing records keeping practices to identify areas of improvement, provide secure storage environment with adequate filing cabinets, and continuously update records to remain accurate and relevant. The church leadership should support implementation of these recommendations through provision in the requisite resources.

6.2.4 Improvement of records management in Friends Church in Kenya

The state of records management practices in the Friends Church in Kenya needs improvement to receive the attention it deserves as resourceful assets that preserve religious memory for current and future reference. This improvement should cover the development of a records management framework with structured guidelines and standards. The Church needs to promote awareness on the importance of records amongst members and leadership to nurture the culture of accountability and good governance. There is also need for the Church to upgrade from the manual records keeping practices to electronic systems aimed at improving on the turnaround time for provision of information when required. In addition, the Church needs to strengthen their records administration by provision of requisite resources such as secure storage infrastructure through construction of ultra-modern libraries and fire protection cabinets, adequate budget allocation and employment of qualified personnel to handle records created and received.

6.5. Suggestions for further research

The study has achieved its goal on how records are managed in the Friends Church in Kenya by identifying the records types and formats created or received, the current records management systems, the use of information communication and technology, the challenges faced in managing records and the required improvements. Based on the findings presented in Chapter 4, the study outlined its recommendations on good records management practices. The recommendations given in section 6.4 were based on what should be done rather than how it should be done. This study recommends that further research be conducted on how to establish efficient records management systems for all churches in Kenya. This will equip the church leadership with the relevant knowledge and skills on how to implement efficient records management practices that comply with statutory and regulatory requirements. This study focused on one church denomination (Friends Church in Kenya), therefore its findings might not reflect the situation of records management in all churches in Kenya. In this regard,
this study recommends that further research on records management of at least five denominations would provide comparative overviews of the existing records management practices in Kenyan churches.

6.6. Final summary
Chapter six concludes the study. It summaries findings in the study, draws conclusions and recommendations based on the study’s literature reviewed in Chapter 2. This chapter also offers recommendations based on the study’s findings presented in Chapter 4 that can improve records management practices in Friends Church in Kenya for service excellence. The key recommendations were: provide adequate requisite resources, upgrade current records management systems to modern electronic records management systems, employ skilled and qualified personnel to handle records, and create awareness on the importance in records management to the leadership for their buy-in. These recommendations will ensure that Friends Church in Kenya is able to manage records properly to achieve its goal of spiritual nourishment and socio-economic development for its members.
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APPENDICES

Appendix I: General information on communication

Jane Francisaca Matasio,
P.O. Box 3633 00100,
Nairobi.

Date……………….
The Presiding Clerk,

Dear Sir/Madam

RE: PERMISSION TO UNDERTAKE A STUDY IN YOUR YEARLY MEETING

As part in my work towards fulfilling the requirement for the award in a Master degree in Information Science (Archival Science Option), through the University in South Africa, I am undertaking a research on Records Management in Friends Church (Quakers) in Kenya. I humbly request for your permission to undertake a study in your Yearly Meeting for the purpose in completing my research in Information Science (Archival Science Option) as part of my Master of Degree. The research covers records management in Kenyan Churches with focus on the Friends Church.

The research seeks to conduct interviews the church leadership and selected members to understand how records are managed in the Friends Church (Quakers). The research findings will be used for education purposes as well as to inform the church leadership on ways in enhancing efficient records keeping practices. Each participant would be a voluntary participant and letters affirming confidentiality and anonymity will be issued. The participants are encouraged to answer the questions frankly during the interviews sessions.

Kind regards,

JANE FRANCISACA MATASIO
Appendix II: Consent form for key informants

Dear Sir/Madam,

My name is Jane Francisca Matasio, currently studying for a Master Degree in Information Science (Archival Science option) at the Faculty of Human Science, University of South Africa (UNISA), Pretoria. In accordance with the requirements for the Master’s Degree, each student is required to carry out a research study on any approved topic relating to Information Science. Hence, I am undertaking this research as part of these requirements.

My research topic focuses on “Records Management in Friends Church (Quakers) in Kenya”. You have been selected to take part in this research through purposive sampling and the information you give during the interviews process is requested for educational purposes and will be treated with high level in confidentiality.

You are also informed that the interviews session will cover five sections. Section one is about your personal information, section two has questions on records management systems, section three has questions on records management challenges, section four has questions on records management mitigations and lastly section five has questions on use in information technology in friends church operations. The researcher will be ready to clarify any in the questions that may not be clear to you.

Jane Francisca Matasio (Researcher)

I have read and fully understood this consent form, and I agree to voluntary participate in this study.

Respondent name: ____________________________________________________________

Respondent signature:_________________________ Date _________________________

Researcher signature:_________________________ Date: _________________________
Appendix III: Interview schedule for church members

Dear Sir/Madam,

My name is JANE FRANCISCA MATASIO. I am a Masters Student at the University in South Africa (UNISA), Pretoria and am currently undertaking Research Project that focuses on “Records Management in Friends Church (Quakers) in Kenya”. Therefore this interview schedule seeks information on your personal background and records management in your church. I kindly request you to take a few minutes and respond to the questions in this interview schedule to help me obtain the required information that will enable me complete this research successfully. Please be as honest and truthful as possible. Be assured that your responses will be treated confidentially and will be used purely for academic purpose. If you have any questions about this Research Project or want to know about the results, please feel free to contact me (Jane Francisca Matasio) on + 254 0724 711 619 or email to jmatasio@yahoo.com or contact my supervisors at the Faculty in Human Science, University in South Africa (UNISA), Pretoria.

Instructions

In some questions, choices are provided so please put a tick □ in the appropriate box. Where choices are not provided, answer using your own words in the most appropriate and comprehensive way.

SECTION A: DEMOGRAPHIC DATA

1. Name in your Church: ……………………………………………………………………………
2. Gender: Male [ ] Female [ ]
3. Your age: Below 50 years [ ] 51 – 55 years [ ] 56 – 60 years [ ]
   61 – 65 years [ ] 66 – 70 years [ ] above 70 years [ ]
4. Period in membership at current church:
   Less than a year [ ] 1 – 5 years [ ] 6 – 10 years [ ]
   11 – 15 years [ ] 16 – 20 years [ ] above 20 years [ ]
5. Education level:
   None [ ] Primary [ ] Secondary [ ] Certificate [ ]
   Diploma [ ] Graduate [ ] Post-graduate [ ]
   Others: Please specify ………………………………………
SECTION B: FORMATS AND TYPES OF RECORDS CREATED OR RECEIVED

6. Have you ever requested/inquired for information from the Church?
   Yes [ ]    No [ ]

7. If your answer to question 8 above is Yes, What type (s) of information did you request/inquire from the Church? (You can tick more than one)
   Financial Reports/records [ ]
   Membership Reports/records [ ]
   Meetings records (Minutes) [ ]
   Circulars [ ]
   Newsletters [ ]
   Policies/legislations & manuals [ ]
   Invoices [ ]
   Business Plans [ ]
   Brochures [ ]
   Activity Progress Reports/Records [ ]
   Any other (specify) ……………………………………………………………………….

8. Which office is responsible of providing church members with the information that they want or request from the Church?
   Pastors’ office [ ] The Clerk’s office [ ] Church Elders’ office [ ]
   Records Management’s office [ ] Church administrators’ office [ ]
   Any other office (specify) ……………………………………………………………

9. What functions, activities or transactions are being undertaken by your church that leads to creation in records? (You can tick more than one)
   Seminars/workshops [ ]
   Yearly meetings [ ]
   Church Constructions Projects [ ]
   Youth Group Programs [ ]
   Women Group Programs [ ]
   Men Group programs [ ]
   Church Income generating Projects (businesses) [ ]
   Self-help Groups [ ]
   Environmental conservation activities (Planting trees & grass) [ ]
   Agricultural activities (farming for cash & subsistence crops) [ ]
SECTION C: CURRENT RECORDS MANAGEMENT SYSTEMS

10. In your opinion, how has your church effectively managed records created or received?
   (You can tick □ more than one)
   □ By encouraging electronic communication e.g. use of emails, mobile texting, etc. as opposed to manual communication like use in letters for easy record keeping
   □ By having a records management office
   □ By having a library for record keeping and reference
   □ By ensuring there is accountability of any record kept
   □ By using electronic system in managing records (computers, keeping scanned copies in hard copy records, etc.) instead of manual system only
   □ By ensuring records are easily accessible
   □ By ensuring records are easily recoverable through a document recovery plan/system
   □ Any other (specify) ……………………………………………………………………….

11. Which areas of church operations/activities are you aware of are currently embracing Information Technology?
   a. ……………………………………………………………………………………....
   b. ……………………………………………………………………………………....
   c. ……………………………………………………………………………………....

12. For the identified operations/actions, what benefits has the church realized from embracing Information Technology?
   a. ……………………………………………………………………………………....
   b. ……………………………………………………………………………………....
   c. ……………………………………………………………………………………....

SECTION D: CHALLENGES CHURCHES FACE IN RECORD MANAGEMENT

13. How long does it take to get feedback for the information required or requested from the church? …………………………………………………

14. How satisfactory are you with the information the church provide when you want it? ………………………………………………………………………

15. Are there delays in providing any information from any of the above offices mentioned infices when wanted or required? Yes [ ] No [ ]

16. If yes, what do you think is the cause of these delays?
17. In instances where records are not properly managed, what could be the causes?

- [ ] Lack of signing and dating additional information to the existing records
- [ ] Records being inaccessible when needed
- [ ] Records being insufficient in content, context and structure to reconstruct the relevant activities and transactions that they document
- [ ] Records not documenting the complete range of the church’s activities/transactions
- [ ] Records not complying with record keeping requirements resulting from legislation, audit rules and other relevant regulations
- [ ] Records not being effective in terms of being identified and linked to the activities/functions/transactions to which they are related
- [ ] Records not stored in a secure environment whereby the degree of security reflecting the sensitivity and importance of the contents
- [ ] Records being handled unprofessionally i.e. by unqualified people
- [ ] Any other (specify) .................................................................

In your views, how have the identified problems affects church operations?

- [ ] The church ends up overspending on various church activities
- [ ] Brings conflicts in the church
- [ ] Leads to time wastage (looking for information)
- [ ] Makes the church unproductive
- [ ] Leads to lose of files that contain vital information of the church
- [ ] Makes the church to have Poor Organisation Culture
- [ ] Any other (specify) .................................................................

18. In instances where Information Technology is not being embraced, what could be the possible reasons for low move to embrace Information Technology?

a. .................................................................

b. .................................................................

c. .................................................................

d. .................................................................
SECTION E: POSSIBLE SOLUTIONS FOR RECORD KEEPING CHALLENGES

19. In your opinion, what actions has the church undertaken or is taking to address the identified problems?

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

20. For the identified problems, what suggestions would you give to assist in improving the current situations? (You can tick more than one)

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

21. In your views, what suggestions would you give for the need to embrace Information Technology?

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

22. What are your recommendations in improving records management in your church

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

THANKS YOU FOR YOUR TIME
Appendix IV: Interview schedule for key informants

Dear Sir/Madam,

My name is JANE FRANCISCA MATASIO. I am a Masters Student at the University in South Africa (UNISA), Pretoria and am currently undertaking Research Project that focuses on “Records Management in Friends Church (Quakers) in Kenya”. Therefore this interviews schedule seeks information on your personal background and records management in your church. I kindly request you to take a few minutes and respond to the questions in this interview guide to help me get obtain the required information that will enable me complete this research successfully. Please be as honest and truthful as possible. Be assured that your responses will be treated confidentially and will be used purely for academic purpose. If you have any questions about this Research Project or want to know about the results, please feel free to contact me (Jane Francisca Matasio) on +254 0724 711 619 or email to jmatasio@yahoo.com or contact my supervisors at the Faculty in Human Science, University in South Africa (UNISA), Pretoria.

Instructions

In some questions, choices are provided so please put a tick □ in the appropriate box. Where choices are not provided, answer using your own words in the most appropriate and comprehensive way.

SECTION A: DEMOGRAPHIC DATA

1. Name in your Church:  ........................................................................................................
2. Position in the Church: Church Clerk [ ] Administrator [ ] Pastor [ ]
3. Gender: Male [ ] Female [ ]
4. Your age: Below 50 years [ ] 51 – 55 years [ ] 56 – 60 years [ ]
   61 – 65 years [ ] 66 – 70 years [ ] above 70 years [ ]
5. Period in membership at current church:
   Less than a year [ ] 1 – 5 years [ ] 6 – 10 years [ ]
   11 – 15 years [ ] 16 – 20 years [ ] above 20 years [ ]
6. Period served as a leader /official in the church:
   Less than a year [ ] 1 – 3 years [ ] 4 – 6 years [ ]
   7 – 9 years [ ] 10 – 12 years [ ] above 12 years[ ]
7. Education level:
   None [ ] Primary [ ] Secondary [ ] Certificate [ ]
   Diploma [ ] Graduate [ ] Post-graduate [ ]
SECTION B: FORMATS AND TYPES OF RECORDS CREATED OR RECEIVED

8. Do church members request/inquire for information from the Church infices?
   Yes [ ] No [ ]

9. If your answer to question 8 above is Yes, What type(s) in information do church members request/inquire from the Church? (You can tick more than one)
   - Financial Reports/records [ ]
   - Membership Reports/records [ ]
   - Meetings records (Minutes) [ ]
   - Circulars [ ]
   - Newsletters [ ]
   - Policies/legislations & manuals [ ]
   - Invoices [ ]
   - Business Plans [ ]
   - Brochures [ ]
   - Activity Progress Reports/Records [ ]
   - Any other (specify) …………………………………………………………….

10. Which infice is responsible in providing church members with the information that they want or request from the Church?
    - Pastors’ office [ ]
    - The Clerk’s office [ ]
    - Church Elders’ office [ ]
    - Records Management office [ ]
    - Church administrators’ office [ ]
    - Any other infice (specify) …………………………………………………

11. What functions, activities or transactions are being undertaken by your church that leads to creation in records? (You can tick more than one)
    - Seminars/workshops [ ]
    - Yearly meetings [ ]
    - Church Constructions Projects [ ]
    - Youth Group Programs [ ]
    - Women Group Programs [ ]
    - Men Group programs [ ]
    - Church Income generating Projects (businesses) [ ]
    - Self-help Groups [ ]
    - Environmental conservation activities (Planting trees & grass) [ ]
    - Agricultural activities (farming for cash & subsistence crops) [ ]
    - Human Care Support (HIV/Aids, Disabled, the Needy, etc.) [ ]
    - Others (specify): …………………………………………………………….
SECTION C: CURRENT RECORDS MANAGEMENT SYSTEMS

12. In your opinion, how has your church effectively managed records created or received?

(You can tick □ more than one)

□ By encouraging electronic communication e.g. use of emails, mobile texting, etc. as opposed to manual communication like use in letters for easy record keeping
□ By having a records management office
□ By having a library for record keeping and reference
□ By ensuring there is accountability in any record kept
□ By using electronic system in managing records (computers, keeping scanned copies in hard copy records, etc.) instead of manual system only
□ By ensuring records are easily accessible
□ By ensuring records are easily recoverable through a document recovery plan/system
□ Any other (specify) ………………………………………………………………………

13. Which areas in church operations/activities are you aware of are currently embracing Information Technology?

a) ……………………………………………………………………………………

b) ……………………………………………………………………………………

c) ………………………………………………………………………………………

14. For the identified operations/actions, what benefits has the church realized from embracing Information Technology?

a. ……………………………………………………………………………………

b. ……………………………………………………………………………………

c. ………………………………………………………………………………………

SECTION D: CHALLENGES CHURCHES FACE IN RECORD MANAGEMENT

15. How long does it take to provide feedback for the information required or requested by the church members?

…………………………………………………………

16. In instances where records are not properly managed, what could be the causes?

(You can tick □ more than one)

□ Lack of signing and updating additional information to the existing records
□ Records being inaccessible when needed
□ Records being insufficient in content, context and structure to reconstruct the relevant activities and transactions that they document
□ Records not documenting the complete range in the church’s activities/transactions
Records not complying with record keeping requirements resulting from legislation, audit rules and other relevant regulations

Records not being effective in terms of being identified and linked to the activities/functions/transactions to which they are related

Records not stored in a secure environment whereby the degree of security reflecting the sensitivity and importance in the contents

Records being handled unprofessionally i.e. by unqualified people

Any other (specify) ……………………………………………

17. In your views, how have the identified problems affects church operations?

((You can tick more than one)

☐ The church ends up overspending on various church activities

☐ Brings conflicts in the church

☐ Leads to time wastage (looking for information)

☐ Makes the church unproductive

☐ Leads to lose in files that contain vital information in the church

☐ Makes the church to have Poor Organization and Clutter

☐ Any other (specify) ……………………………………………………………………………………………………

18. In instance where Information Technology is not being embraced, what could be the possible reasons for low move to embrace Information Technology?

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

SECTION E: POSSIBLE SOLUTIONS FOR RECORD KEEPING CHALLENGES

19. What actions have you undertaken or will you take or the church will take to address the identified problems in poor record keeping?

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

20. What suggestions would you give to assist in improving the current situations in record keeping? (You can tick more than one)

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

21. In your views, what suggestions would you give for the need to embrace Information Technology?

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

22. What are your recommendations of improving records management in your church

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

THANKS YOU FOR YOUR TIME
### Appendix V: Observation list

#### Bio Data

**Name in the church:**………………………… **Date in Observation:**……………………

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Observation criteria</th>
<th>Observed Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Records management function</td>
<td>Church Activities</td>
<td>Activities undertaken by the church</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Types and format of records</td>
<td>Type and format of records created or received from Church activities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provision of requisite resources</td>
<td>Storage infrastructure (Filing cabinets and space). Personnel handling records</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget allocation for Records management function</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Control of records</td>
<td>Mechanisms for tracking and tracing of records during distribution, use and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>maintenance and disposal. Effectiveness of controlled mechanisms.</td>
<td></td>
</tr>
<tr>
<td>Records Management challenges</td>
<td>Records keeping practices</td>
<td>Existing records keeping practices</td>
<td></td>
</tr>
<tr>
<td>Mitigation of records management challenges</td>
<td>Records keeping mitigation</td>
<td>Strategies being applied to Alleviate existing challenges. Impact of the applied</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>strategies.</td>
<td></td>
</tr>
<tr>
<td>Usage of Information Technology</td>
<td>Culture of Embracing Information Technology</td>
<td>Culture of embracing ICT in Church operations. Impact of using or not using IT in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>church operations</td>
<td></td>
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</tbody>
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