EFFICIENT AND EFFECTIVE MANAGEMENT OF LAND COMPLAINTS RECORDS AT THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT (MLHUD)

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DECLARATION

I hereby declare that this dissertation is my original work. It has not been plagiarized nor submitted for any other degree.

Eva Najjuka

Date: 27th August, 2024

APPROVAL

I confirm that this dissertation has been prepared and presented with my approval as research supervisor.

Mr. Ssekitto Francis

Date: 28th August, 2024

DEDICATION

I dedicate this work to my dear, Prince Bamweyana Godfrey Arthur, and my parents, Dr and Mrs Nkaada Daniel.

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I take this opportunity to express my gratitude to everyone who has been instrumental in my research journey. Special thanks to my research supervisor who has supported me to get this far.

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ACRONYMS

AI:	Artificial Intelligence
CEDP:	Competitiveness & Enterprise Development Project
DBMS:	Database Management System
GIS:	Geographic Information Systems
ISO:	International Organization for Standardization
MLHUD:	Ministry of Lands, Housing and Urban Development
SDGs:	Sustainable Development Goals
SQL:	Structured Query Language
UN:	United Nations

ABSTRACT

Good complaint records management practices can enhance the complaint resolution process in government agencies such as the Ugandan Ministry of Lands, Housing and Urban Development (MLHUD). This study aimed to assess the efficiency and effectiveness of land complaints records management at the Ministry of Lands, Housing, and Urban Development (MLHUD) in Uganda and propose improvement strategies. The objectives of the study were to: i) assess the effectiveness of land complaints records management from capture to storage at MLHUD, ii) evaluate land complaints records management retrieval processes at MLHUD, iii) analyze the land complaints records management disposal and preservation system at MLHUD, and iv) explore the security measures of land complaints records management at MLHUD.

A qualitative research approach and a document review retrospective research design were employed. Data was collected through structured interviews with 21 MLHUD staff and document review.

The study revealed significant shortcomings in land complaints records management at MLHUD. Manual processes, paper-based records, and outdated technology hindered efficiency, accuracy, and accessibility. Retrieval was complex and time-consuming. Disposal and preservation lacked a structured plan, and security measures were inadequate. It was concluded that the current land complaints records management system at MLHUD is inefficient, ineffective, and poses significant risks to data integrity and security. This impacts service delivery, public trust, and land rights protection. A modern digital system, comprehensive staff training, a customized disposal plan, standardized recordkeeping, enhanced physical and digital security, and regular security awareness campaigns are recommended to improve land complaints records management at MLHUD.

CHAPTER ONE: INTRODUCTION

1.1 Background to the study

Effective records management is a cornerstone of good governance and transparency in any organization, particularly in sectors like land administration where information is critical for decision-making, accountability, and legal compliance (Ameyaw & de Vries, 2021). Land records, specifically, are invaluable assets that document ownership, rights, boundaries, and historical land use patterns (Mahlangu & Bhebhe, 2023). They serve as evidence for family relationships, property rights, and legal claims. Ameyaw and de Vries (2021) emphasize that proper records management ensures the creation, capture, classification, storage, retrieval, and disposition of accurate and authentic information. This information serves as the foundation for informed decision-making, fosters accountability within the organization, and ensures compliance with legal requirements (International Organization for Standardization (ISO) 15489, 2016).

Records are essential for future reference, allowing land administrations to meet regulatory demands, base decisions on verifiable evidence, provide transparency in their operations, and build an institutional memory (Nyamwamu, 2018). Within the specific context of land governance, efficient records management plays a vital role. It fosters public trust in the system by demonstrating transparency and accountability. It helps minimize land disputes by ensuring clear documentation of grievances and facilitating proactive measures to address them. Complaints records management further empowers authorities to resolve existing disputes more swiftly, minimizing frustration and fostering a sense of justice (World Bank, 2018). The World Bank recognizes the critical link between effective land governance and achieving the Sustainable Development Goals (SDGs), highlighting the importance of robust systems for managing land-related information. As such, efficient management of land-related records, including those pertaining to complaints, is crucial for ensuring fair and equitable land administration.

However, challenges such as inconsistent record-keeping practices, data fragmentation, limited accessibility, and lack of transparency have hindered effective land governance in many countries, including those in Africa (Dayal & Dhaka, 2021; Ameyaw & de Vries, 2021; Lesley, 2021; Asaaga, 2021). These issues often lead to unresolved land disputes, eroding public trust, and impeding socioeconomic development (United Nations Human Settlement Programme (UN-Habitat), 2019). One major concern is the lack of standardized procedures for recording, categorizing, and analyzing complaints. Dayal and Dhaka (2021) illustrate this issue in India, where inconsistent approaches hinder a comprehensive understanding of land governance issues. Another critical challenge is data fragmentation. Ameyaw and de Vries (2021) report on the situation in Nigeria, where complaints records are scattered across different departments, making efficient tracking and resolution of issues difficult. This fragmentation creates a system fraught with inefficiency and hinders effective service delivery. Limited accessibility and transparency further compound these problems. Public access to complaints data is often restricted, eroding trust in authorities and hindering community engagement in tackling land governance challenges. Lesley (2021) highlights this issue in Zimbabwe, while Asaaga (2021) reports a similar situation in Ghana. This lack of transparency fuels frustration and mistrust amongst the public. The consequences of these inefficiencies are severe. Unresolved land disputes lead to prolonged delays, foster a sense of injustice, and ultimately erode public trust in governance institutions (UN-Habitat, 2019). In extreme situations, unresolved disputes can escalate social tensions, contributing to instability within communities (Asaaga, 2021).

In Uganda, the Ministry of Lands, Housing and Urban Development (MLHUD) shoulders the responsibility of ensuring effective land governance. Singh (2019) emphasizes the importance of robust systems within institutions like the MLHUD for delivering efficient services to the public. The study built upon this foundation by critically examining the management of complaints records at the MLHUD and proposing solutions for a more efficient and transparent complaints records management system.

1.2 Background to the Ministry of Land, Housing and Urban Development (MLHUD)

The Ministry of Lands, Housing and Urban Development (MLHUD) in Uganda is charged with shaping Uganda's land governance landscape through policy formulation and implementation, management of land records, regulation of land transactions, and facilitation of dispute resolution (Ministry of Lands, Housing and Urban Development, 2024). Its mandate spans around land administration, housing development and urban planning, all which are crucial for promoting economic prosperity and sustainable development (Ministry of Lands, Housing and Urban Development, 2024). MHLUD receives many complaints on land disputes or grievances which are documented as reported by Musinguzi, Enemark and Mwesigye (2021). For MHLUD to conduct its activities effectively, it is un disputable that it needs good complaints records. These records can also act as proof for land disputes. On top of that, as a government institution, it is also under the scrutiny of the public which expect it to be transparent and accountable. Therefore, proper complaints records management is essential in the sustainability of MHLUD's operations in Uganda. This study assessed complaints records management at MLHUD.

1.3 Statement of the problem

Land complaints records are vital in addressing land disputes (Ameyaw & de Vries, 2021). Land offices such as the MLHUD have been implemented to address land disputes at a national level, however, challenges with managing land complaints records are affecting effective land governance. In Uganda, land disputes are widespread affecting 33.2%-50.3% landholders (Grassroots Justice Network, 2024). Despite the presence of avenues for lodging redressing disputes, studies have reported that there are challenges of incomplete and inaccessible land complaints records within the MLHUD (Musinguzi et al., 2021; Kemigisha, 2021). These have led to delayed resolution of conflicts causing frustration and dissatisfaction among citizens. This research aimed to address these critical issues by assessing land complaints records management within the MLHUD.

1.4 Aim of the study

This study aimed to assess the efficiency and effectiveness of land complaints records management at MLHUD, and to propose a framework for its improvement.

1.5 Specific objectives

The study intended to achieve the following objectives:

i. To identify the current practices in land complaints records management, from capture to storage, at the Ministry of Lands, Housing, and Urban Development in Uganda.

ii. To examine the efficiency and effectiveness of land complaints records retrieval processes at the Ministry of Lands, Housing, and Urban Development in Uganda.

iii. To analyze the challenges associated with land complaints records disposal and preservation at the Ministry of Lands, Housing, and Urban Development in Uganda.

iv. To suggest improvements for enhancing the security of land complaints records management at the Ministry of Lands, Housing, and Urban Development in Uganda.

1.6 Research questions

The study was guided by the following questions:

i. What are the current practic**es** in land complaints records management, from capture to storage, at the Ministry of Lands, Housing, and Urban Development in Uganda?

ii. How efficient and effective are the land complaints records retrieval processes at the Ministry of Lands, Housing, and Urban Development in Uganda?

iii. What challenges are associated with land complaints records disposal and preservation at the Ministry of Lands, Housing, and Urban Development in Uganda?

iv. What improvements can be suggested to enhance the security of land complaints records management at the Ministry of Lands, Housing, and Urban Development in Uganda?

1.7 Scope of the study

1.7.1 Content scope

The study's content was restricted to the research aim and objectives. Identified the current practices in land complaints records management, examined the efficiency and effectiveness of land complaints records retrieval processes, analyzed the challenges associated with land complaints records disposal and preservation, and suggested improvements for enhancing the security of land complaints records management at the Ministry of Lands, Housing and Urban Development in Uganda.

1.7.2 Time scope

The time scope for the study was restricted to the period of 2015-2019. This is considered the most recent period which provided a more accurate picture for which the study can be built upon.

1.7.3 Geographic scope

The study was conducted in Uganda, particularly at MLHUD. Uganda is located in East Africa (EA). It has a number of policies that guide land governance and administration. Notable among these is Uganda's National Land Policy (2013), The Constitution of the Republic of Uganda (1995) and The Land Act Cap 227 as Amended in 2001, 2004 and 2010. Some of the institutions involved in land governance include MLHUD, which was the focus of this study; Ministry of Water and Environment (MWE), Ministry of Works and Transport (MoWT) and District Land Boards.

1.8 Significance of the study

The study findings may unravel key findings concerning best practices for optimizing complaint records management at MLHUD which may provide key insights to policy makers on how to enhance transparency, efficiency and access to justice for all stakeholders involved in land matters.

The study findings may also be informative to the managerial team at MLHUD which may adopt some of the recommendations to transform its complaint records

management system into a robust and accessible platform for resolving land disputes effectively.

Lastly, the study findings may generate knowledge that other scholars interested in the same topic may find useful for benchmarking, advancing their knowledge about the subject and developing their research.

1.9 Justification of the study

Land complaints records are the cornerstone of a well-functioning land management system. Land records influence land administration, providing essential information on ownership, boundaries, and usage rights (Krawchenko & Tomaney, 2023). Effective management of these records is pivotal for promoting economic growth, ensuring social stability, and fostering public trust in land governance. Unfortunately, many developing countries grapple with inefficient and vulnerable land complaints records management systems (Dayal & Dhaka, 2021). The consequences of such deficiencies are far-reaching. Inaccurate or incomplete land records can ignite land disputes, deter investment, and undermine the rule of law (Dayal & Dhaka, 2021; Krawchenko & Tomaney, 2023). Moreover, weak record-keeping systems create fertile ground for corruption, fraud, and revenue leakage. Given the pivotal role of the MLHUD in Uganda's land administration (Musinguzi et al., 2021), a comprehensive assessment of its land complaints records management system was imperative to identify gaps, challenges, and opportunities for improvement. By strengthening this critical function, the MLHUD can contribute significantly to enhancing land governance, promoting economic development, and safeguarding the rights of landholders in Uganda.

1.10 Definitions of operational terms

Efficiency – In this study, efficiency refers to the ability of the Ministry of Lands, Housing, and Urban Development to manage land complaints records using minimal resources while ensuring smooth operations. It focuses on how quickly and accurately

records are captured, stored, retrieved, and processed with minimal delays or redundancies.

Effectiveness – Effectiveness in this study refers to the extent to which land complaints records management achieves its intended purpose. It assesses whether the systems and processes in place enable accurate record-keeping, timely retrieval, secure storage, proper disposal, and overall accessibility to support decision-making and service delivery.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

A literature review is a critical evaluation of existing research to obtain knowledge to develop the theoretical foundation of a given study (Snyder, 2019). This study conducted an exploratory literature review to generate key insights demonstrating a general understanding of the topic under study. The literature review was based on the research objectives.

2.2 Theoretical Framework

The study was guided by the records life cycle theory developed by Moeckel in 1958 (Marutha, 2023; Seniwoliba & Mahama, 2017). The theory proposes that records go through distinct phases: creation, capture, storage, retrieval, use, and disposition. It assumes a linear progression through these stages, which may not always reflect the complexities of real-world systems, particularly in the digital age (Cox & Tam, 2018). Critics however argue that the theory's focus on physical records limits its applicability in contemporary digital environments (Matlala & Maphoto, 2020). Despite this, the core concepts of capture, storage, retrieval, and use remain relevant for understanding and improving complaints records management. The New York State Archives (2021) offers a valuable interpretation of the life cycle, emphasizing the legal and administrative requirements for record retention. It highlights four basic phases:

1. **Creation:** This initial phase encompasses the creation or receipt of a complaint record. Here, considerations should be made regarding record identification, storage strategies, and future management practices throughout its life cycle. Permanent records, for instance, require specific plans for long-term protection and preservation.
2. **Active Use:** During this phase, the complaint record is frequently referenced and needs to be readily accessible. This typically involves storing paper records in easily accessible file cabinets near workstations or keeping electronic documents in readily retrievable locations.

3. **Inactive Storage:** When a record is no longer actively consulted, it enters the inactive phase. While infrequent access might occur, immediate access is no longer essential. Paper records are typically removed from active filing systems and stored securely in dedicated facilities. Electronic records may be designated as inactive within a database system.
4. **Disposition:** The final stage involves the record's disposition. This can include physical destruction of paper records, deletion of electronic records from information systems, or permanent retention through archival storage. Permanent records may be transferred to dedicated archival repositories for long-term preservation.

The Records Life Cycle Theory provided a valuable framework for analyzing complaints records management at the MLHUD. By applying this framework to each stage of the life cycle, areas for improvement were discovered and targeted recommendations proposed.

2.3 Overview of complaints land records in land offices

Land offices play a critical role in managing land-related issues. Inevitably, disputes and grievances arise. To ensure efficient resolution and improve land governance, these institutions document various types of complaints records. Nyamwamu (2018) emphasizes that the types of records kept by institutions are directly linked to their core activities. Land offices specifically document complaints records to capture crucial details about land-related disputes. These records, as Musinguzi et al. (2021) highlight, contain valuable information that can be categorized as:

- Nature of the Land Dispute: This core element identifies the specific issue at hand, such as boundary disagreements, inheritance disputes, encroachment, or concerns regarding land use rights.
- Duration of the Land Dispute: Understanding the length of the dispute is crucial for assessing its complexity and potential urgency for resolution.

- Parties Involved: Identifying all stakeholders involved in the land dispute, including individuals, families, or organizations, is essential for addressing the concerns of all parties.
- Interventions Taken So Far: Documenting the steps already taken to address the dispute allows for a clear understanding of the progress made and can inform future interventions.

The categorization of these records by Malake and Phiri (2020) provides further context. They classify records as:

- Vital: Records that are irreplaceable due to their historical or legal significance, such as land ownership documents.
- Important: Records that can be transferred to inactive storage while retaining value, such as case files with resolved disputes.
- Useful: Records needed for daily operations, such as ongoing complaints related to land use permits.
- Non-Essential: Records with minimal or no future value, such as internal communication regarding scheduling for dispute resolution meetings.

Effective management of these diverse complaints records ensures accessibility and facilitates their utilization for various purposes. The National Archives UK (2012) offers a helpful categorization of complaints filed against government agencies, which can be adapted to the context of land administration. There are complaints against standards of service. These complaints address issues like wait times, communication inefficiencies, or a perceived lack of professionalism from land administration staff. There are also complaints against government or office policy. These complaints may concern specific land use regulations, unclear policies regarding land ownership transfer, or perceived inconsistencies in policy application. Lastly, complaints regarding maladministration. These complaints allege improper handling of a land dispute by the land administration, which could include: failure to follow established procedures for dispute resolution, discourteous or disrespectful treatment of individuals involved in the dispute, evidence of bias or discriminatory practices,

unreasonable delays in addressing the dispute and inadequate responses to complaints previously submitted.

As highlighted by the National Archives UK (2012), case files within complaint records typically contain the following information:

- Complainant Details: This includes the name and contact information of the individual or entity filing the complaint.
- Date of Receipt: Recording the date the complaint is received establishes timelines for response and facilitates tracking of resolution progress.
- Complaint Details: A clear description of the land-related issue, categorized for analysis purposes, allows for identification of recurring issues or specific policy concerns.
- Desired Resolution: Understanding the complainant's desired outcome helps tailor interventions and facilitates a mutually agreeable solution.
- Action Taken: Documentation of all actions taken by the land administration to address the complaint provides a clear picture of the efforts undertaken.
- Outcomes and Next Steps: Recording the outcome of the complaint resolution process, along with any necessary next steps, ensures transparency and accountability within the system.

Building upon the aforementioned categories, Nam and Yen (2021) identify additional complaint types frequently documented by land administration bodies:

- Complaints for Compensation and Land Clearance: These complaints may arise when land acquisition for public projects necessitates the displacement of individuals or businesses. Concerns regarding fair compensation for land and property, as well as dissatisfaction with the land clearance process, would be documented in such instances.
- Complaints About Issuance of Land Use Right Certificates and Revocation: Disputes related to the granting or withdrawal of land use rights can be a significant source of complaints. These records would detail the grounds for the complaint and the specific land use rights in question.

This study aimed to identify the specific types of complaints records documented within MLHUD using this as a backdrop.

2.4 Records capture and storage in land offices

Traditionally, land offices relied heavily on manual systems for capturing land records. These systems typically involved physical logbooks where staff meticulously recorded details of each record's movement (Touray, 2021). While providing a basic level of accountability, manual systems were prone to errors, inefficiencies, and security risks (Aramide et al., 2023). The advent of technology has ushered in automated tracking systems, offering real-time monitoring, enhanced accountability, and improved efficiency (Aramide et al., 2023). However, their implementation requires substantial investment in hardware, software, and staff training. To enhance accessibility and streamline processes, various approaches to records capture have been explored. Standardized complaint forms promote consistency and data analysis (Musinguzi et al., 2021). Centralized capture systems, including online portals and physical drop-off points, facilitate efficient handling of complaints (Cox & Tam, 2018; Marutha, 2023). In regions with limited internet connectivity, designated drop-off locations for paper forms are essential. To reach a wider audience, particularly in rural areas, mobile apps and SMS services offer convenient platforms for lodging complaints (Cox & Tam, 2018).

The storage of land records is equally critical for their preservation and accessibility. Historically, paper-based records were stored in physical cabinets, shelves, or boxes (Matlala & Maphoto, 2020). While this method offered familiarity, it was susceptible to damage, loss, and inefficient retrieval. The emergence of digital storage solutions has revolutionized record management, providing enhanced security, reliability, and accessibility (Cox & Tam, 2018). Cloud platforms and dedicated servers have become popular options for storing electronic records. However, challenges persist in records storage. Insufficient storage capacity and outdated indexing systems hinder efficient retrieval (Kutuusa, 2018). To ensure the long-term preservation of records, appropriate environmental conditions and security measures must be implemented

(Franks, 2018; Malake & Phiri, 2020; Mintah et al., 2022). Additionally, developing effective retention schedules is crucial for managing the volume of records and ensuring compliance with legal requirements (Marutha, 2023).

The digitization of land records has also accelerated in recent years, offering numerous benefits such as improved access, efficiency, and accuracy. However, it has also introduced new challenges. Kapoor et al. (2024) highlight errors and discrepancies in digitized land records, emphasizing the need for robust quality control measures. The Swedish system's utilization of blockchain technology demonstrates the potential for secure and transparent land record management (Kapoor et al., 2024). The integration of technology into land administration is transforming record management practices. Geographic Information Systems (GIS) enable spatial analysis and visualization of land data, facilitating informed decision-making. Artificial intelligence (AI) and machine learning have the potential to automate routine tasks, improve data accuracy, and detect anomalies. However, the successful adoption of these technologies requires substantial investments in infrastructure, human capacity, and data governance. Data privacy and security are paramount concerns in land records management (Shepherd & Yeo, 2003; Marutha, 2023). Protecting sensitive information from unauthorized access and misuse is essential for maintaining public trust. Implementing robust security measures, such as encryption, access controls, and regular audits, is crucial.

However, reliance on paper-based complaint forms creates vulnerabilities. These forms are susceptible to loss, damage, and incomplete filling (Musinguzi et al., 2021). This compromises data accuracy and completeness, limiting the usefulness of records for identifying trends, analyzing root causes of disputes, and informing policy decisions. Fragmented data also poses a significant challenge. The use of decentralized capture systems, where complaints are received by different departments or physical locations can lead to scattered data records (Ameyaw & de Vries, 2021). This makes it difficult to obtain a comprehensive view of land-related issues and hinders efficient retrieval of complaints needed for investigation and

resolution. Additionally, in areas with limited internet connectivity, online complaint portals become inaccessible to a segment of the population (Matlala & Maphoto, 2020). This creates a digital divide, potentially disenfranchising citizens who lack alternative means to lodge complaints, and hindering the comprehensiveness of the complaint database. Inadequate Information Technology (IT) infrastructure can also limit the effectiveness of digital storage solutions (Kemigisha, 2021). Outdated technology may lack proper security features, hindering data integrity and confidentiality. Insufficient storage capacity can restrict the ability to retain historical records crucial for future reference or legal proceedings.

Implementing standardized complaint forms across online and physical channels ensures data consistency and completeness (Musinguzi et al., 2021). These forms should capture essential details like the nature of the dispute, parties involved, supporting documentation, and desired resolution. Standardization facilitates data analysis for identifying trends in land-related issues and informing policy interventions. A centralized online complaint portal streamlines the capture process, improves accessibility, and eliminates geographical limitations (Ameyaw & de Vries, 2021). This system should be user-friendly and accessible on various devices, including mobile phones and computers. For areas with limited internet access, designated drop-off locations for paper forms should be established in convenient locations. Offering complaint forms and support in various local languages promotes inclusivity and ensures all citizens, regardless of language barriers, can lodge complaints (Cox & Tam, 2018). This requires collaboration with local communities to identify relevant languages and translate forms and guidance materials. Public land administrations should prioritize secure and accessible digital storage solutions for complaint records. Cloud platforms or dedicated servers offer enhanced data integrity, disaster recovery capabilities, and information security compared to paper-based systems (Ameyaw & de Vries, 2021). Robust encryption measures and access controls should be implemented to safeguard sensitive information. Implementing disaster recovery plans safeguards complaint records from loss due to unforeseen circumstances like natural disasters or technological failures (Superio et al., 2019). These plans should

outline data backup procedures, recovery protocols, and business continuity strategies.

2.5 Records retrieval processes in land offices

Historically, land offices relied heavily on manual systems for retrieving paper-based records. These systems typically involved filing cabinets or shelves organized according to specific filing schemes, often alphabetical or numerical (Luyombya & Ndagire, 2020; Touray, 2021). Retrieval necessitated manual searching by staff, with efficiency dependent on the filing system's effectiveness and staff familiarity. While offering a fundamental level of organization, paper-based systems presented significant limitations. Locating specific records could be time-consuming, especially for complex filing schemes or large document volumes. The risk of damage or loss due to physical factors further compounded the challenges. Moreover, the inability to search for keywords within documents hindered efficient retrieval when precise information was required. To enhance record retrieval efficiency, robust indexing systems are crucial. These systems facilitate locating records by assigning metadata or keywords to documents, enabling searches based on various criteria (Cox & Tam, 2018). Effective indexing involves a combination of keyword assignment, case categorization by dispute type, and user-friendly search interfaces (Gesmundo et al., 2022). User-friendly search functionalities within records management systems empower staff to quickly locate relevant documents based on date, location, dispute nature, parties involved, and keywords from complaint descriptions (Musinguzi et al., 2021). This expedites case handling and improves overall service delivery.

To foster transparency and accountability, land offices should prioritize public access to records. This includes clear information about the complaint recording process, expected timelines, potential outcomes, and access to aggregated complaint data (Ameyaw & de Vries, 2021). A combination of online and offline options is essential to ensure inclusivity. User-friendly online complaint portals, coupled with designated physical drop-off locations, cater to diverse user needs (Ameyaw & de Vries, 2021). Support mechanisms for citizens with limited digital literacy are crucial for

maximizing accessibility. The advent of electronic record-keeping has revolutionized record retrieval in land offices. Database management systems (DBMS) have become central to organizing and searching electronic records (Franks, 2018). Structured Query Language (SQL) enables efficient querying and retrieval of information within relational databases (Saffady, 2021).

Beyond DBMS, specialized tools like Apache Solr offer robust text search capabilities for rich document formats (Dutta & Mukhopadhyay, 2022; Oyefolahan et al., 2018). This technology significantly enhances retrieval speed and accuracy by enabling keyword searches within electronic land records. Electronic record-keeping offers numerous advantages, including faster retrieval times, improved accessibility, and reduced risk of damage or loss. However, successful implementation requires investments in technology, staff training, and data preservation strategies. While technology has transformed record retrieval, challenges persist. Poorly designed indexing systems present a hurdle in retrieving relevant complaint records. Inaccurate or incomplete indexing can make it difficult to locate specific complaints based on location, type of dispute, or other relevant criteria (Gesmundo et al., 2022). This delays investigations and hinders timely resolution of land disputes. Complaint records management systems can also become underutilized if users find them complex, cumbersome, or inaccessible (Cox & Tam, 2018). This can be due to a lack of user-friendly interfaces, inadequate training for staff, or limited technical support. Underutilized systems fail to capture the full picture of land-related grievances and limit their impact on improving land governance. Inadequate training for staff responsible for managing complaint records can further hinder their ability to effectively create, capture, store, retrieve, and utilize these records (Marutha, 2023). Untrained staff may struggle with data entry procedures, retrieval techniques, or applying retention schedules, leading to errors and inefficiencies in the complaint management process.

Ensuring data quality, security, and privacy is paramount. Integrating new systems with existing infrastructure can be complex. Moreover, the digital divide may limit

accessibility for certain populations. To overcome these challenges, a holistic approach is necessary. This includes investing in infrastructure, developing user-friendly interfaces, providing adequate training, and implementing robust security measures. By addressing these issues, land offices can harness the full potential of technology to enhance record retrieval, improve service delivery, and promote transparency. Implementing comprehensive and accurate indexing systems allows for efficient retrieval based on various criteria, such as location, type of dispute, date, or keywords (Cox & Tam, 2018). Additionally, user-friendly search functionalities within the records management system enable staff to locate relevant complaint records quickly. Regular training also equips staff with the necessary skills to effectively manage complaint records across the entire lifecycle (Musinguzi et al., 2021). This includes training on data entry procedures, retrieval techniques, applying retention schedules, security protocols, and user support.

2.6 Records disposal and preservation in land offices

Effective records disposal and preservation are crucial for maintaining the integrity and accessibility of historical and current land information. Land records document ownership histories, transactions, and legal agreements. Proper preservation ensures their availability for legal proceedings, historical research, and genealogical inquiries (Otobo & Alegbeleye, 2021). This not only safeguards individual rights but also provides a vital resource for understanding historical land use patterns and economic development. Additionally, land offices accumulate vast amounts of records over time. Implementing a well-defined disposal program frees up valuable physical space and reduces storage costs (Franks, 2018; Touray, 2021). However, this needs to be balanced with ensuring that information with continuing legal or historical significance is not discarded prematurely.

Determining which records to retain and for how long presents a delicate challenge. Overly long retention periods lead to cluttered archives and increased storage costs (Saffady, 2021; Otobo & Alegbeleye, 2021). Conversely, premature disposal can result in the loss of valuable information crucial for legal disputes, historical research, or

even future economic development projects (Luyombya & Ndagire, 2020). The shift from paper-based records to digital formats creates new challenges. The absence of clear guidelines on records disposal and retention can lead to confusion and mismanagement. Records may be retained indefinitely, cluttering storage space, or inadvertently destroyed before their designated retention period (Matlala & Maphoto, 2020). This can lead to the loss of valuable historical data or impede access to records for legal purposes. The absence of feedback mechanisms can as well as prevent users from knowing the status of their complaints or the outcome of investigations (Ameyaw & de Vries, 2021). This lack of transparency can undermine trust in the complaint resolution process and discourage citizens from lodging future complaints, ultimately hindering the effectiveness of the system.

Ensuring the long-term accessibility and authenticity of digital records requires robust preservation strategies and migration plans (Dutta & Mukhopadhyay, 2022). Digital formats can deteriorate over time, and without proper maintenance, valuable land information could be lost (Luyombya & Ndagire, 2020; Otobo & Alegbeleye, 2021). Additionally, land offices often face resource constraints, limiting their capacity to invest in proper storage facilities, archival expertise, and digital preservation technologies (Otobo & Alegbeleye, 2021). Kutuusa (2018) found that disposal decisions at the Ministry of Lands, Housing, and Urban Development were based on factors such as redundancy, lack of ongoing value, and the need for organizational efficiency. The study emphasized the importance of understanding what information to keep and what to dispose of, highlighting the need for responsible disposal practices. Gesmundo et al. (2022) noted that the ability to easily identify current record versions and their location facilitated efficient record management, including disposal decisions. By working together, land offices can develop standardized approaches to records disposal and preservation

2.7 Records security in land offices

Land records, containing sensitive information about land ownership, property rights, and legal matters, are invaluable assets. Their security, both physical and digital, is

paramount for maintaining public trust, upholding legal integrity, and preventing fraud. Traditional paper-based land records require robust physical security measures. Secure storage facilities, including restricted access areas, fire suppression systems, and climate control, are essential to protect records from damage, theft, or unauthorized access (Franks, 2018). Limiting access to authorized personnel only is crucial to prevent unauthorized disclosure of sensitive information (Aramide et al., 2020). Implementing a system of tracking record movement, such as movement cards as described by Kutuusa (2018), helps monitor access and identify potential breaches. However, physical security measures alone are insufficient. Kutuusa (2018) highlights the vulnerability of records to disasters, emphasizing the need for disaster recovery plans. Fire extinguishers, while essential, may not be adequate protection against extensive damage. Developing comprehensive disaster recovery plans, including off-site backups, is crucial to mitigate risks.

The increasing reliance on electronic land records necessitates robust technological safeguards. Encrypting sensitive data both at rest and in transit is essential to protect information from unauthorized access (Aramide et al., 2020). Implementing strong user authentication protocols, such as multi-factor verification, and maintaining detailed audit logs of user activity enhance security (Saffady, 2021). Regular backups to secure off-site locations ensure data recovery in case of system failures or cyberattacks. While technology offers significant advantages, it also introduces new vulnerabilities. Cyber threats such as hacking, ransomware, and data breaches pose significant risks to electronic land records. Land offices must stay updated on the latest cybersecurity best practices and invest in appropriate security measures to protect sensitive information.

Ensuring the security of land records is an ongoing challenge. Resource constraints, lack of awareness, and the evolving nature of threats can hinder effective security implementation. Balancing the need for security with accessibility can also be complex. However, advancements in technology offer opportunities to enhance record security. For example, blockchain technology has the potential to create immutable

and tamper-proof records, providing an additional layer of security. Artificial intelligence can be used to detect anomalies and potential security breaches. Establishing clear guidelines and procedures for complaint handling ensures consistent and efficient management practices (Marutha, 2023). These guidelines should cover aspects like complaint registration, investigation protocols, communication with complainants, and record-keeping procedures. A robust legal framework for complaint records management establishes clear guidelines for electronic and paper-based records, promoting effective practices (Touray, 2021). This framework should define data ownership, access rights, retention schedules, and disposal procedures. Maintaining complaint records in suitable storage facilities ensures their longevity and accessibility for future reference (Kemigisha, 2021). This may involve investing in climate-controlled storage spaces or digital storage solutions with sufficient capacity.

Sensitizing the public about complaint procedures empowers citizens to utilize the system effectively (Ameyaw & de Vries, 2021). This can be achieved through public awareness campaigns, community outreach programs, and accessible information materials on complaint filing procedures. Integrating robust feedback mechanisms with the complaint records management system allows citizens to track the progress of their complaints and understand the outcomes (Ameyaw & de Vries, 2021). This fosters trust in the process, encourages future reporting of land-related issues, and promotes system accountability. Ensuring accountability among staff and fostering a culture of data protection within the public land administration is crucial (Touray, 2021). Additionally, investing in staff training for complaint records management and information technology skills enhances staff proficiency and minimizes the risk of errors or misconduct (Hassan et al., 2022).

2.7 Research Gap

The above literature review has provided a general understanding on the research topic; however, the information reported is from different settings and has been obtained with varying methodologies. In general, however, there is limited empirical research on complaints records management in land administration in Uganda. Studies

specifically assessing the current state of complaints records management and potential improvements at MLHUD were not there. This study sought to fill this gap by examining complaints records management at MLHUD.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter provides the area of study, research approach, research design, study population, sampling and sample size, data collection procedures and methods, data analysis method, data quality control process, ethical considerations and the limitations to the study.

3.2 Area of study

The area of study was the Ministry of Lands, Housing and Urban Development (MLHUD) in Uganda. MLHUD is located at Plot 13-15, Parliamentary Avenue, Kampala, Uganda (Ministry of Lands, Housing and Urban Development, 2024). This was selected as the area of study because of its complaint records management system which this study sought to examine.

3.3 Research design

Patel and Patel (2019) define a research design as the blueprint or conceptual structure for a given research study. The study utilized a qualitative research approach and a document review retrospective research design to investigate complaint records management at MLHUD. This research design involved analysing existing documents or records to identify patterns, trends, or insights related to a specific research question or objective (Creswell & Clark, 2017). This was combined with the collection of interviews to generate adequate and rich findings to inform the study. In this case, it helped in painting a clear picture of the current state of complaint records management at MLHUD. By using a qualitative research approach, the existing complaint management processes at MLHUD were studied. The chosen approach and design align with the core principles of research design as outlined by Jongbo (2014). It provided a structured and comprehensive foundation for studying complaint records management at MLHUD.

3.4 Study population

A study population is the population of interest the researcher is interested in adopting (Casteel & Bridier, 2021). The target population for this study are 21 staff from MLHUD serving in different capacities. These have been selected due to their direct interaction with MLHUD's complaints records management practices. It is anticipated that they will provide informative insights that can be used to inform this study. Their breakdown is as follows:

Table 3.1: Study Population

Staff Designation	**Total Population**
Principal Land Officers	2
Principal Policy Analyst	1
Records Staff	16
Registrar of titles	2
Total	**21**

Source: Ministerial Policy Statement for MLHUD Financial Year 2021/22

3.5 Sample determination, sample size and sampling procedures

A sample is a subset of the study population (Patel & Patel, 2019). An adequate sample size was required to prevent bias and provide a fair representation of the study population (Casteel & Bridier, 2021). The entire study population was adopted as the sample size using census sampling which is the complete enrollment of a study population (Creswell & Creswell, 2018). This was because the entire population of interest was relevant to the study and it was small. The sample fits into the recommended sample size of 20-30 by Creswell and Creswell (2018). Purposive sampling was used to select these participants who were expected to have key insights to inform the study. They acted as key informants.

3.6 Data collection methods

Data collection methods refer to the ways in which data for the study is to be collected (Creswell & Clark, 2017). Data collection was primarily based on primary data and secondary sources These are further elaborated below:

3.6.1 Structured interviews

Interviews involve a personal interaction between an interviewer and interviewee (Sileyew, 2019). Structured interviews were used to obtain qualitative data for the study. Structured interviews have a predefined structure allowing personalized interaction, promote in-depth exploration, and are flexible and adaptable (Patel & Patel, 2019). Coupled with the nature of the research objectives, it was found imperative to use structured interviews. Structured interviews were conducted with purposively selected staff from MLHUD. These acted as key informants who were expected to provide key insights for informing the study. Interview guides (refer to appendices 3 and 4) will be used to guide this process.

3.6.2 Document review

A document review involves reviewing and analysing relevant documents that address a research problem (Creswell, 2014). A document review was conducted to obtain secondary qualitative data for the study. The documents reviewed included internal and external documents at MHLUD which contained information on land complaints records and associated records management practices followed within the company. The findings of these documents generated information mostly on land complaints records capture and storage which were used to corroborate those of the interview findings. The data collection instrument that was followed during this process was the document review checklist which is appended in appendix 4.

3.7 Data quality control

Data quality control enhances the validity and reliability of research findings to draw accurate and meaningful conclusions (Creswell & Clark, 2017). To ensure data quality control, one of the steps taken was triangulation to validate the research findings.

Validity is the extent to which the data measures what it is intended to measure (Mohajan, 2017). The data was assessed for content validity to ascertain the degree to which it covers all aspects of the research topic. This was through expert reviews. On the other hand, reliability concerns the consistency and reproducibility of data (Mohajan, 2017). Clear instructions were provided to minimize errors, and standardized procedures will be provided and followed for consistency.

3.8 Data analysis procedure

Data analysis involves employing techniques to make meaningful conclusions (Patel & Patel, 2019). Five steps were followed in analysing the qualitative data. The first step was data preparation which involved transcribing audio recordings, familiarization with data through repeated reading and highlighting impressions, and organization of data using manual methods. The second step involved coding which included assigning descriptive labels to data segments to categorize and identify patterns. Deductive coding was used by using codes based on the research objectives. This was done to identify common themes that could be adopted for the study. The third step involved developing themes through comparisons and reflections. The fourth step involved interpreting data by drawing conclusions and weaving themes together to make sense of the data. Lastly, the findings were presented using text, tables and quotes accordingly.

3.9 Ethical considerations

A set of ethical considerations were followed to conduct responsible research as recommended by Creswell and Clark (2017). These included respecting participants' right to informed consent, anonymity and privacy. Each participant received an informed consent form to solicit their consent and educate them about the study. Their identities were kept confidential and no private information was shared. The participants were also not to be manipulated, coerced or exploited and the potential risks for participation were minimized. Furthermore, transparency was maintained in research methods and findings and there was no data misrepresentation or fabrication of findings. All potential biases and secondary sources were acknowledged. Lastly, the

research was conducted upon receiving clearance from the Directorate of Graduate Training and the Ethical Committee of Uganda Christian University (UCU).

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the study findings. The first part presents the responses and biographic information of the study participants. This is followed by the findings from the study which are presented based on the study's objectives. The chapter concludes with a discussion of the study findings.

4.2 Responses

Table 4.1 below shows the responses for the study.

Table 4.1: Responses

Category	Expected	Actual
Staff	21	21
Total	**21**	**21**

Source: Primary data (2024)

The study had a high response rate as all the targeted 21 staff were interviewed for the study. This resulted in the collection of rich data which was used to inform the study.

4.3 Biographic Information

Selected biographic information was obtained from the participants. This was to find out who they were. The information included their age group, gender, highest education level, years of work experience and position at MLHUD. The findings are presented below in two parts. The first part shows the biographic information for staff while the second part shows the biographic information for complainants.

4.3.1 Biographic information for staff

1. Age group

Participants were asked to select the age group where they belonged. The purpose was to know their age bracket. The findings are presented in table 4.2 below.

Table 4.2: Age group of the participants

Age group (years)	Frequency
20-29	4
30-39	10
40-49	6
50 and above	1
Total	**21**

Source: Primary data (2024)

Based on the findings, most of the study participants were 30-39 years of age. This was followed by those aged 40-49 years and lastly, 20-29 years, and one who was 50 and above. This implied that most participants were middle-aged. These have built their career over time and have a reasonable degree of knowledge about complaints records management at MLHUD.

2. Gender

Participants were asked to select their gender. The purpose was to know the ratio of males to females. The findings are presented in table 4.3 below.

Table 4.3: Gender of the participants

Gender	Frequency
Male	6
Female	15
Total	**21**

Source: Primary data (2024)

The findings showed that most participants were females compared to males. This implied that the gender composition was not balanced. However, this had no effect on the study although it confirms that most of the participants were female.

3. Highest education level

Participants were asked to share their highest education level. The purpose was to know whether they were literate or not. The findings are presented in table 4.4 below.

Table 4.4: Highest education level of the participants

Highest education level	Frequency
Diploma	1
Bachelor's degree	16
Master's degree	4
PhD	0
Total	**21**

Source: Primary data (2024)

The findings demonstrated that most participants had Bachelor's and Master's degrees. Only one participant had a diploma and none had a PhD. These findings implied that all the participants were literate and therefore, they were in a position to understand the questions and provide rich findings.

4. Years of work experience

Participants were asked to share their years of work experience at MLHUD. The purpose was to know for how long they had worked at MLHUD. The findings are presented in table 4.5 below.

Table 4.5: Years of work experience of the participants

Years of work experience	Frequency

0-3 years	5
3-6 years	5
6-9 years	2
9 years and above	9
Total	**21**

Source: Primary data (2024)

The findings demonstrated that most participants had worked at MLHUD for 9 years and above, followed by those who had worked for 3-6 years and 6-9 years. Only one had worked for 0-3 years. The findings implied that all the participants had a reasonable degree of work experience at MLHUD and therefore had the potential to provide rich contextual findings.

5. Position at MLHUD

Participants were asked to share their position at MLHUD. The purpose was to know which offices they represented at MLHUD. The findings are presented in table 4.6 below.

Table 4.6: Position at MLHUD

Position at MLHUD	**Frequency**
Principal Land Management Officer	1
Senior Policy Analyst	1
Records Officer	12
Senior assistant records officer	1
Records Assistant	4
Registrar of Titles	2
Total	**21**

Source: Primary data (2024)

The findings revealed that the participants were diverse and worked in different categories. These included Records Officers, Records Assistant, Registrar of Titles, Senior policy analyst and Principal Land Management Officer.

4.4 Findings

4.4.1 Land complaints records capture and storage at Ministry of Lands, Housing and Urban Development

The first objective of the study sought to assess the effectiveness of land complaints records management from capture to storage at MLHUD. This aimed to establish whether the capture and storage of land complaints records at MLHUD were effective and efficient. To achieve this objective, information about the types of complaints records, capture and storage mechanisms, and the challenges faced was obtained. This is presented below.

The findings revealed that the land complaints records that were typically captured included written complaints and digital evidence. These land complaints records were recorded through various ways. Participants mentioned by scanning and manual documentation. A participant clarified that there was no system and that the records were recorded by the date the document was made, author from data received and subject. This was supported by another participant who noted that:

> *“Some features are computed from the complaint record and these are: the person name, date complaint was made, description of complaint, company reference number, date complaints was issued.” [119]*

The findings revealed that MLHUD managed complaints records related to disagreements over land ownership or boundaries. A staff mentioned that:

> *"We have records on land disputes and land registry and documentation issues."* [I6]

This category contributed to a significant portion of the complaints received by MLHUD according to the participants.

The findings revealed that MLHUD also managed complaints records related to land titles, such as searching for titles, cancellations of titles, and land title complaints more generally. Staff mentioned searching for land titles and cancellation of titles as specific examples. Additionally, MLHUD managed complaints records of land fraud and forgery. A staff gave an example of:

> *"Land grabbing is one of the issues reported and it is related to land fraud and forgery."* [I10].

The example mentioned was specific and rightly pointed to fraud as one of the complaints lodged for which complaints records were generated. Complaints records also included those related to pension payments, such as late payments. These types of complaints records were also documented and managed by MLHUD.

The findings also revealed that MLHUD handled complaints records in various formats, including paper-based records, electronic records through the National Land Information Center Complaint Management system, and potentially verbal complaints. Complaint records were used frequently by various stakeholders, including MLHUD management, technical staff, the public, law enforcement (Uganda Police), courts, and government officials. Furthermore, the age of complaint records varied significantly. While some records were kept for only a few years, others were archived for decades to comply with retention policies and for historical reference. The frequency of accessing complaint records also varied depending on departmental priorities, ongoing projects, and the volume of complaints received. It was also reported that a significant portion of complaints remained unresolved. Estimates ranged from 10% to 90% of complaints pending resolution. The table below shows the land complaints records primarily managed by MLHUD.

Table 4.7: Complaints records primarily managed by MLHUD

Land complaints records	Purpose

Complaints records on land ownership and boundaries	Document complaints of disputes over land ownership and boundary demarcation constitute a significant portion of complaints
Complaints records on land titles	Document complaints of issues such as title searchers, cancellations, errors, delays, and duplicates
Complaints records on land fraud	Document complaints of land grabbing and forgery
Complaints records on pension	Document complaints related to pension payments

Source: Primary data (2024)

Complaints records at MLHUD were generated or created from different processes. These included through filing a form, writing to specific departments and reporting to zonal offices. The information captured during registration varied based on the nature of complaints. A staff shared that:

> *"We can get information about basic details of the complainant and subject and other times specifics such as land details and requiring fees."* [I9].

The process of capturing land complaints records at MLHUD included steps such as sorting, registering, stamping, recording and taking the records to the Permanent Secretary's Office. A participant mentioned that:

> *"The records are recorded in the incoming register as they come." [I14]*

This was supported by information from other participants who used terms such as "taken in a register book when received", "registered in the incoming mail book", and "registered in the incoming mail registry".

On the issue of storage, the findings revealed that physical land complaint records were stored in shelves, and cabinets. A participant emphasized that:

> *"They are stored in subject files after being worked on and kept in cabinets" [I13]*

Another participant clarified that:

> *“Those stored in shelves are the active ones. The semi-active are boxed and also shelved” [I14]*

The participants were asked if there were digital backups of the complaint land records. Most said yes, while a few mentioned that there were no digital records/backups. Those that mentioned yes said that the digital complaint land records were backed up using antivirus, and scanned and sent to the respective offices. A participant particularly said that:

> *“Yes. These records are scanned and stored in the computer for example in the open registry” [I17]*

When probed further, the participants shared the challenges they faced in the capture and storage of land complaints records. The findings revealed that the number of complaints, coupled with their wide range of topics (land disputes, fraud, among others), makes it difficult to capture and store them efficiently. This can lead to backlogs and delays. The use of outdated technology systems further made it difficult. A staff shared that:

> *"Outdated technology systems can hinder data accessibility, reporting capabilities, and overall efficiency"* [I1].

The findings further revealed that the use of manual record-keeping processes and the lack of a robust data management system led to misplaced documents, challenges in tracing files, and difficulty in keeping track of complaint statuses. This compromised data accuracy and integrity. On top of this, a staff disclosed that:

> *"There was also a challenge of absence of clear procedures for handling complaints which led to inconsistencies in record-keeping and handling processes across departments"* [I2].

The findings also revealed failure to meet legal and regulatory requirements regarding data retention, privacy, and auditing can expose MLHUD to legal liabilities. It was revealed by a staff that:

"Complaints often contained sensitive information, however, inadequate procedures for ensuring confidentiality resulted in privacy breaches and a loss of trust with complainants" [I4].

Confidentiality breaches can damage trust.

The table below summarizes land complaints records capture and storage at MLHUD based on the information obtained.

Table 4.8: Land complaints records capture and storage

Process	Description
Land complaints records capture	
Channels	Complaints are received through various channels, including written submissions, forms, and direct reporting to zonal offices
Information captured	Basic complainant details, complaint subject, and specific land details are typically recorded. However, inconsistencies in information captured exist.
Process	Complainants undergo sorting, registration, stamping, and recording before being forwarded to the Permanent Secretary's office
Land complaints records storage	
Formats	Complaints records are maintained in both paper and electronic formats.
Physical Storage	Paper records are stored in shelves and cabinets, with some categorization based

	on subject matter. However, there is a lack of standardized storage practices.
Digital storage	Digital backups exist for some records, but security measures are inadequate. Antivirus software is used, but comprehensive data protection measures are absent.

Source: Primary data (2024)

The findings reveal a significant gap in the effective management of land complaints records at MLHUD. The manual, paper-based system is inefficient, prone to errors, and lacks the capacity to handle the volume and complexity of complaints. The absence of a robust data management system compromises data integrity and accessibility. Furthermore, inadequate staff training and a lack of standardized procedures contribute to overall inefficiency. To enhance land complaints management, MLHUD must invest in a comprehensive digital system, provide adequate staff training, and develop clear procedures for handling complaints. Strengthening data security measures is crucial to protect sensitive information. Addressing these issues will improve efficiency, transparency, and public trust in the land administration process.

In the document review, it was discovered that land complaints records were captured in the incoming register book (Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31; Rectification of tile for freehold register volume MA549 folio 4 land at Wantenbo Booma; Land complaint record in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on alleged criminal trespasses and malicious damage of property comprised in LRV 3542 folio 05 plot 8 martin road, solicitor general). The document review further revealed that land complaints records were taken in the incoming register by the date the document was entered, author, subject and date received (Land complaint record on cancellation and removal of land

comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31). In the land complaint record on the cancellation of title at Bulambuli, it was revealed that some of the land complaints records were received from the commissioner of land registration and entered in the incoming register book. This was generally the process followed for all records at MLHUD as revealed by the land complaint record on alleged criminal trespasses and malicious damage of property comprised in LRV 3542 folio 05 plot 8 martin road, solicitor general. The document review also confirmed what the participants had shared that land complaints records included written complaints [Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31; Land complaint record in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on the cancellation of title at Bulambuli; Land complaint record on alleged criminal trespasses and malicious damage of property comprised in LRV 3542 folio 05 plot 8 martin road, solicitor general; Land complaint record on illegal and fraudulent registration of land in Buseruka sub-county)).

In the document titled Land Records & Registration in Uganda (1908-2016) by MLHUD and Competitiveness & Enterprise Development Project (CEDP), some of the land complaints records documented include records on fraudulent activities. An example is shared where the certificate of registration includes a small parcel of land compared to the actual size. Land complaints records have also increased over the years in the midst of less storage facilities which has impacted service delivery and threatened the integrity of the records.

The findings indicate a significant gap in the management of land complaints records at MLHUD. The reliance on a primarily manual and paper-based system is inefficient and prone to errors. The lack of a centralized, digital system hinders data accessibility, analysis, and reporting. The manual system is time-consuming and error-prone, leading to delays in processing complaints. The lack of a robust data management system compromises data accuracy and completeness. Inadequate data security measures expose sensitive information to potential breaches. The reliance on

paper records limits access to information and hinders analysis. The current system may not meet legal and regulatory requirements for data retention and privacy.

4.4.3 Land complaints records retrieval at the Ministry of Lands, Housing and Urban Development

The second objective of the study was to evaluate land complaints records management retrieval processes at the MLHUD. The aim was to determine how efficient retrieval of land complaints records was at MLHUD. Participants were asked to share information on how land complaints records were searched for and retrieved for, the challenges faced in retrieving land complaints records, how long it took to retrieve a land complaint record and their experience with the current retrieval system.

The findings revealed that complaint records were used by various stakeholders within and beyond MLHUD, including management, technical staff, the public, law enforcement, and government officials. A staff however disclosed that:

> *"Obtaining permission from management may be required to access complaint records."* [I1].

This showed that authorization was required to access land complaint records. The participants further shared how they searched for and retrieved land complaints records. The steps included going to responsible offices, coming to the registry and checking in the incoming register, and using finding tools like file index and register's index. One of the participants specifically mentioned that:

> *"Users go to the respective offices so as to search for and retrieve land complaint records." [I13]*

Another participant added on that:

> *"Users make follow ups starting from registry to open register then to other respective offices so as to search for and retrieve their land complaints." [I20]*

The above findings confirmed that authorization was needed before accessing land complaints records. The figure below illustrates the process for locating and retrieving land complaints records at MLHUD.

Figure 4.1: Land complaints records retrieval processes

Source: Primary data (2024)

Unfortunately, the participants mentioned that accessing permission was a challenge. The participants also said the process was tedious. According to one of the participants:

> *"…time consuming in checking the register book, sometimes they were not recorded, sometimes dates vary." [I12]*

This affected the retrieval of land complaints records as action officers took long to retrieve the documents. Another participant shared that:

> *"Difficulty in knowing the real owner of the land, accidental deletion of the records, high cost of storage space for the complaint records." [I14]*

According to the above participant, retrieval of land complaints records was affected when the records were not authentic or did not exist due to accidental deletion. Other challenges that affected the retrieval of land complaints records included language barrier, excessive pressure from users, and having to find records from past years. When asked how long it typically took to retrieve a land complaints record, the participants provided different answers. These included 4-8 months; 1 hour; 2-3

minutes; 3-5 minutes; a month or more; weeks or a month; a year, weeks, months or decades; and day, week or months. A participant clarified that it depended on the type of records and the speed of the action officers. The table below illustrates the factors that impede efficient land complaints records retrieval at MLHUD.

Table 4.9: Factors that impede efficient land complaints records retrieval

Factor	Effect
Authorization requirements	Results in bottlenecks and delays
Complex procedures	Time consuming and prone to errors
Human error	Accidental deletion of records and incorrect recording practices
Language barrier	Retrieval difficulties
Unfriendly retrieval systems	Exacerbate retrieval challenges

Source: Primary data (2024)

Lastly, the participants were asked whether the current retrieval system was user-friendly and efficient. Some said it was fair and only one said it was user-friendly. Most said it was not user-friendly. According to one participant:

> *"Not user friendly and efficient because it is time wasting and it can lead to documents misplacement." [I21]*

Its inefficiency can be supported by the above challenges earlier mentioned on retrieval of land complaints records at MLHUD. The inefficient retrieval of land complaints records has several negative consequences. Difficulty in accessing relevant information hinders timely decision-making and problem-solving. Limited access to records can undermine public trust and accountability. Inefficient processes result in wasted time and resources. Delayed or inaccurate retrieval of records can lead to legal and operational challenges. Therefore, it ought to be resolved.

In the document review, it was discovered that land complaints records were searched from the register book (Rectification of tile for freehold register volume MA549 folio 4 land at Wantenbo Booma; Land complaint record in respect of Kakira

Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on the cancellation of title at Bulambuli).

The findings indicate a significant challenge in retrieving land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). The current system is characterized by inefficiency, complexity, and limited accessibility. The requirement for managerial approval to access records creates unnecessary bottlenecks and delays. The multi-step process involving multiple offices and manual searches is time-consuming and error-prone. Accidental deletion of records and inconsistent recording practices hinder accurate retrieval. The absence of a standardized retrieval system exacerbates the challenges. The retrieval process is often lengthy, ranging from minutes to months or even years, impacting efficiency. These issues collectively result in significant negative impacts, including: delayed decision-making due to inaccessible information, erosion of public trust due to inefficient and opaque processes, waste of time and resources on cumbersome retrieval procedures, and potential legal and operational risks arising from inaccurate or delayed access to records. Overall, the findings highlight the urgent need for a more efficient and accessible system for retrieving land complaints records at MLHUD.

4.4.4 Land complaints records disposal and preservation at the Ministry of Lands, Housing and Urban Development

The third objective of the study was to analyse the land complaints records management disposal and preservation system at MLHUD. The objective aimed at establishing the effectiveness of land complaints records disposal and preservation at MLHUD. Participants were asked about the established procedures for disposing outdated records, criteria for determining when a land complaint record can be disposed of, how land complaints records are preserved, and concerns about the long-term accessibility and integrity of land complaints records. The findings are presented below.

The findings revealed that MLHUD followed the procedures laid out by the Ministry of Public Service and the National Records and Archives Act 2001 to dispose of its land complaints records. However, in particular, it did not have a customized disposal plan tailored to its needs and expectations. A participant also revealed that:

> *"Most records are kept in a semi-active manner. We do not have a disposal plan". [I12]*

The finding revealed that since most land complaints records were semi-active, they did not go for disposal. It was further discovered that there was no criteria to determine when a land complaint record could be disposed of. However participants highlighted that:

> *"Disposal happens when the owners take long without making a follow up." [I13]*

> *"When the file finishes 10yrs when no document has been added on it; when the folio number reaches 0; and when the project has been closed." [I14]*

> *"In case it has vague issues or if the owners are not complaining." [I18]*

> *"In case the owner dies or if there is no proper follow up."[I19]*

> *"In case the owner fails to make a follow up; dies; or does not follow rules and regulations at MLHUD." [I20]*

> *"In case weeding is done or upon resolution, withdrawal, lack of evidence and duplication." [I21]*

As per the above findings, several instances resulted in the disposal of land complaints records at MLHUD. However, some land complaints records were preserved for future reference or legal purposes. Participants mentioned that they were preserved through physical archiving, digitization, documentation and filing systems. Unfortunately, there were concerns about the long-term accessibility and integrity of land complaints records. It was mentioned that:

"Yes, there are concerns because they are not properly stored. It is hard to access them when they are needed, it takes a long time and at times they are not found." [I2]

Another participant mentioned that:

"Yes. Physical records may be stored in inadequate conditions, deteriorate overtime, be intentionally altered or destroyed." [I13]

These findings showed that the storage conditions had an influence on the long-term accessibility and integrity of land complaints records. The table below illustrates the key concerns identified related to the disposal and preservation of land complaints records at MLHUD.

Table 4.10: Key concerns on disposal and preservation of land complaints records

Concern	Effect
Absence of a customized disposal plan	No specific disposal plan tailored to the unique characteristics of land complaints records at MLHUD
Inadequate storage conditions	Poses risks of intentional alteration and deterioration threatening the long-term value of land complaints records

Source: Primary data (2024)

As seen above the disposal and preservation of land complaints records at MLHUD is not very efficient and therefore, needs to be strengthened.

In the document review, it was confirmed that records disposal timelines followed the records retention schedule (Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31; Rectification of tile for freehold register volume MA549 folio 4 land at Wantenbo Booma; Land complaint record in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on the cancellation of title at Bulambuli).

The findings indicate a lack of effective disposal and preservation practices for land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). MLHUD lacks a specific plan tailored to the unique characteristics of land complaints records, leading to inconsistencies in disposal criteria. The criteria for determining when to dispose of records are unclear and often based on subjective factors like lack of follow-up or vague issues. Physical storage conditions are inadequate, posing risks of damage, loss, and unauthorized access to records. Limited digitization efforts hinder long-term accessibility and preservation. These issues have several negative consequences: loss of valuable information due to improper disposal, increased risk of legal and administrative challenges due to missing records, inefficient use of storage space due to accumulation of unnecessary records, and difficulty in accessing historical data for research, analysis, or accountability purposes. Overall, the current disposal and preservation practices at MLHUD are inadequate and pose significant risks to the long-term value and accessibility of land complaints records.

4.4.5 Security measures for land complaints records at Ministry of Lands, Housing and Urban Development

The fourth objective of the study aimed to explore the security measures of land complaints records at MLHUD. The study sought to find out the existing security in place to keep land complaints records at MLHUD. Participants were asked to share the security measures in place to protect land complaints records from unauthorized access, how the access to land complaints records is controlled, if there are procedures for auditing user activity and tracking modifications to land complaint records, and if there have been any instances of security breaches or unauthorized access to land complaints records. The findings are presented below.

The participants disclosed that there were a few security measures in place to protect land complaints records from unauthorized access apart from the registry staff restricting access to the registry. A participant also shared that:

"Physical records are stored in secure facilities with access control, access is granted based on user roles with varying levels of permission." [I21]

The above showed that land complaints records were being protected by limiting access. It was however shared that there were no user passwords or other online authentication measures as the land complaints records were managed manually. Therefore, the registry staff controlled their access. The findings also revealed that auditing user activity and tracking modifications to land complaints records was followed by:

"…recording all user activities and naming of documents on the file using reg, no." [I19]

This also provided a track trail for the land complaints records. It was however disclosed that there has ever been a security breach or unauthorized access to land complaints records at MLHUD. It was reported that:

"Yes, there was a security breach at Bukalasa MZO land office where unauthorized access to physical land records took place." [I3]

The above finding demonstrated the risk of security breaches and the vulnerability of land complaints records to them due to limited security measures. The table below illustrates the key findings under security measures for land complaints records at MLHUD.

Table 4.11: Security measures for land complaints records

Key findings	Description
Limited physical security	While physical records are stored in secure facilities with access control, the level of security is unclear and may not be sufficient to prevent unauthorized access.
Lack of digital security	The absence of user passwords, online authentication, and other digital security measures exposes electronic records to a

	high risk of unauthorized access and modification.
Manual record-keeping	Reliance on manual record-keeping and paper-based systems increases the vulnerability of records to loss, damage, and unauthorized access.
Evidence of security breaches	The reported security breach at Bukalasa MZO land office highlights the real and present danger of unauthorized access to land complaints records.

Source: Primary data (2024)

The security measures in place to protect land complaints records at MLHUD are inadequate and pose significant risks to the confidentiality, integrity, and availability of the records. Lastly, the participants were asked for suggestions for improving the management of land complaints records at MLHUD. They provided numerous suggestions which are presented below.

Participants commended the development and implementation of standardized protocols for complaint intake, processing, and resolution that can ensure consistency across departments and improve efficiency. The utilisation of a centralized complaint management system and establishment of clear guidelines were particularly mentioned. A participant shared that:

> *"A centralized complaint management system can streamline the entire process, from intake to resolution" [I1].*

This system should be user-friendly and accessible to both staff and the public. Another participant shared that:

> *"Establishing clear guidelines for record management, including retention and disposal policies, will ensure proper handling of complaint records" [I5].*

It was also recommended that the utilization of automation tools for tasks like notifications, routing, and status updates to expedite complaint handling and improve efficiency should be adopted. This was coupled with digitizing complaint records and enabling online submission can improve accessibility and reduce reliance on paper-based systems. A participant noted that:

> *"Investing in modern technology infrastructure will enhance data accessibility, reporting capabilities, and overall system performance" [I1].*

Enhancing call center operations and web-based communication channels can also provide more accessible avenues for citizens to lodge complaints.

It was further recommended that staff should be provided with training on complaint handling procedures, data management, legal requirements, and communication skills is crucial for effective complaint management. Increasing staffing levels can also help address backlogs and improve response times. A participant reported that:

> *"Consider establishing a dedicated unit to handle complaints, ensuring expertise and focus on this critical function" [I11].*

Stakeholder engagement and clear communication were encouraged by participants. One participant disclosed that:

> *"Actively seeking feedback from citizens and stakeholders on their experiences with the complaint process can help identify areas for improvement and enhance public trust" [I6].*

Keeping complainants informed throughout the process with clear communication on the status and next steps can also improve transparency and manage expectations.

Other recommendations included putting strict laws on those who abuse land complaints records, digitization of land complaints records, setting up disposal schedules for land complaints records, employing more records personnel to improve management of land complaints records, training staff in land complaints records management, purchase more computers and other relevant equipment for improving land complaints records management, and motivate staff who ensure that land

complaints records are effectively managed by recognizing them in end of year parties and providing them with allowances such as transport.

The findings reveal a significant gap in security measures for protecting land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). While physical records are stored in secure facilities, the level of security is unclear and potentially insufficient to prevent unauthorized access and the absence of user authentication, passwords, and other digital safeguards exposes electronic records to a high risk of unauthorized access and modification. Reliance on paper-based systems increases the vulnerability of records to loss, damage, and unauthorized access. The reported security breach highlights the real and present danger posed to land complaints records. Overall, the current security measures are inadequate to protect the confidentiality, integrity, and availability of land complaints records.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

This chapter discusses the findings and presents the proposed framework for improving land complaints records management at MLHUD.

5.2 Land complaints records capture and storage at the Ministry of Lands, Housing and Urban Development

The study's findings corroborate the literature on record capture and storage. As highlighted by Touray (2021), Aramide et al. (2023), and others, manual record capture systems, while providing a basic level of accountability, are prone to errors, inefficiencies, and loss. The transition to automated tracking systems, as advocated by Aramide et al. (2023), offers significant advantages in terms of efficiency, accuracy, and accountability. Furthermore, the identified issues of data security and privacy align with broader concerns about the protection of sensitive land information. The absence of such measures at MLHUD represents a significant gap in the ministry's compliance with data protection standards. The study's findings also corroborate the literature on the role of technology in improving land administration. The absence of a comprehensive digital system at MLHUD is therefore a missed opportunity to leverage technology for better land governance. Effective land records management necessitates not only efficient capture but also secure and accessible storage. As noted by Franks (2018), Malake and Phiri (2020), and others, appropriate storage conditions and mechanisms are crucial for preserving record integrity. While traditional storage methods involving physical files and cabinets have their limitations, the adoption of digital storage solutions, as emphasized by Cox and Tam (2018), offers enhanced security, accessibility, and efficiency. The capture and storage stage is acknowledged as vital in the records life cycle theory because when records are created, for them to be used, they must be captured and stored. Therefore, ensuring that proper capture and storage practices are used is necessary.

5.3 Land complaints records retrieval at the Ministry of Lands, Housing and Urban Development

The reliance on paper-based records and manual processes, as evident in this research, is a common challenge that hinders effective service delivery. The difficulties encountered in retrieving land complaints records at MLHUD are symptomatic of broader record management issues in public institutions. The findings of this study highlight the gap between this ideal and the reality on the ground. Traditional paper-based record retrieval systems, as described by Luyombya and Ndagire (2020) and Touray (2021), are time-consuming, error-prone, and susceptible to damage. The challenges associated with locating specific records, coupled with the limitations of manual search capabilities, significantly impact service delivery. The transition to electronic record-keeping systems offers a potential solution to these challenges. As discussed by Franks (2018), database management systems (DBMS) and search platforms like Apache Solr (Dutta and Mukhopadhyay, 2022; Oyefolahan et al., 2018) can significantly enhance record retrieval efficiency and accuracy. While electronic systems offer numerous advantages, their successful implementation requires investment in technology, staff training, and robust data management strategies. The specific context of land administration, with its complex and often contentious nature, exacerbates the challenges of record management. The records life cycle theory recognizes that efficient retrieval of land complaints records is crucial for ensuring justice, transparency, and public confidence in the land administration system. Therefore, land administrations need efficient retrieval systems.

5.4 Land complaints records disposal and preservation at the Ministry of Lands, Housing and Urban Development

The findings of this study align with broader literature and the records life cycle theory on the challenges of records management in public sector organizations. The absence of a tailored disposal plan for land complaints records at MLHUD is consistent with research highlighting the difficulties in developing effective records lifecycle management strategies. Moreover, the issues of inadequate storage conditions and

concerns about long-term accessibility and integrity echo findings from other research on records management. The challenges faced by MLHUD in this regard are indicative of a broader problem in public sector recordkeeping. Effective land records management is essential for ensuring accountability, transparency, and the protection of land rights. Land records serve as crucial historical and legal documents, as noted by Otobo and Alegbeleye (2021). Their preservation is vital for safeguarding individual rights and supporting research and development. However, managing large volumes of records presents significant challenges, including storage limitations and the risk of information loss. Determining appropriate record retention periods is a complex task. As highlighted by Saffady (2021), Otobo and Alegbeleye (2021), and Luyombya and Ndagire (2020), balancing the need to preserve valuable information with the requirement to manage storage costs is crucial. The shift to digital formats introduces new preservation challenges, such as ensuring long-term accessibility and authenticity, as discussed by Dutta and Mukhopadhyay (2022). The findings of this study underscore the need for improved recordkeeping practices at MLHUD. By addressing the identified issues related to disposal planning, storage conditions, and digital preservation, the ministry can enhance its capacity to manage land-related disputes, protect land rights, and support informed decision-making.

5.5 Security measures for land complaints records at Ministry of Lands, Housing and Urban Development

The findings of this study underscore the critical vulnerabilities in the security of land complaints records at MLHUD. The absence of robust physical and digital security measures is particularly alarming, as it exposes sensitive information to a high risk of unauthorized access, modification, or loss. These findings align with broader research on information security in public sector organizations, which has consistently highlighted the challenges of protecting sensitive data. The reliance on manual record-keeping practices further exacerbates the security risks. While the registry staff may have exercised due diligence in controlling access, the absence of technological safeguards leaves the records vulnerable to a range of threats, including human error, natural disasters, and malicious attacks. The occurrence of a security

breach at the Bukalasa MZO land office serves as a stark reminder of the real and present dangers faced by land records. To safeguard physical land records, a comprehensive security approach is necessary. As highlighted by Franks (2018), Aramide et al. (2020), and Saffady (2021), secure storage facilities, restricted access, detailed record movement logs, and disaster recovery plans are essential. This is also recognized as vital in the records life cycle theory (Malake & Phiri, 2022). Protecting electronic land records requires a robust technological infrastructure. Encrypting sensitive data, implementing strong user authentication, maintaining detailed audit logs, and regularly backing up data are crucial measures to mitigate cyber threats, as emphasized by Aramide et al. (2020) and Saffady (2021). The security of land complaints records is paramount for protecting land rights and public trust. Weak security measures can undermine the integrity of the land administration system and create opportunities for fraud and corruption. By investing in robust security infrastructure and implementing effective safeguards, MLHUD can enhance the protection of land rights and strengthen public confidence in the land administration process. The framework below is proposed to improve land complaints records management at MLHUD based on the study findings.

5.6 Framework for improving land complaints records management at MLHUD

5.6.1 Overview

The proposed framework aims to address the identified shortcomings in land complaints records management at the Ministry of Lands, Housing, and Urban Development (MLHUD). It focuses on improving capture, storage, retrieval, disposal, preservation, and security of these records.

5.6.2 Key components

1. **Policy and regulatory framework:**
    - Develop a comprehensive land complaints records management policy outlining procedures, responsibilities, and standards.
    - Align the policy with existing legal frameworks, such as the National Records and Archives Act, 2001.

- Establish clear guidelines for record classification, retention, disposal, and security.

2. **Digital transformation:**
    - Implement a robust, centralized land complaints management system to digitize all records.
    - Develop user-friendly interfaces for both internal staff and external stakeholders.
    - Ensure data security through encryption, access controls, and regular backups.
    - Integrate the system with other relevant government systems for data sharing and interoperability.
3. **Human capacity building:**
    - Conduct comprehensive training for staff on record management principles, digital system usage, and security protocols.
    - Establish a dedicated records management unit within MLHUD to provide expertise and oversight.
4. **Security and compliance:**
    - Implement strict physical and digital security measures to protect records from unauthorized access, modification, or destruction.
    - Conduct regular security audits and vulnerability assessments.
    - Ensure compliance with data protection regulations and privacy laws.
5. **Disposal and preservation:**
    - Develop clear criteria for record disposal based on legal requirements and administrative needs.
    - Implement proper record preservation techniques, including digitization and archival storage.
6. **Monitoring and evaluation:**
    - Establish a monitoring and evaluation framework to assess the effectiveness of the new system.
    - Collect data on key performance indicators, such as record retrieval time, error rates, and user satisfaction.

- Conduct regular reviews and make necessary adjustments to the system.

5.6.3 Implementation phases

1. **Planning and design:**
    - Conduct a thorough assessment of the current system and identify gaps.
    - Develop a detailed implementation plan, including timelines, responsibilities, and budget.
    - Obtain necessary approvals and resources.
2. **System development and deployment:**
    - Develop and configure the land complaints management system.
    - Conduct pilot testing to identify and address any issues.
    - Deploy the system to all relevant departments.
3. **Staff training and capacity building:**
    - Develop and deliver training programs for staff at all levels.
    - Provide ongoing support and mentorship.
4. **Data migration:**
    - Migrate existing paper records to the digital system.
    - Ensure data accuracy and completeness during the migration process.
5. **System operation and maintenance:**
    - Establish procedures for system operation and maintenance.
    - Provide ongoing technical support and troubleshooting.
6. **Monitoring and evaluation:**
    - Implement key performance indicators and data collection mechanisms.
    - Conduct regular performance reviews and make necessary adjustments.

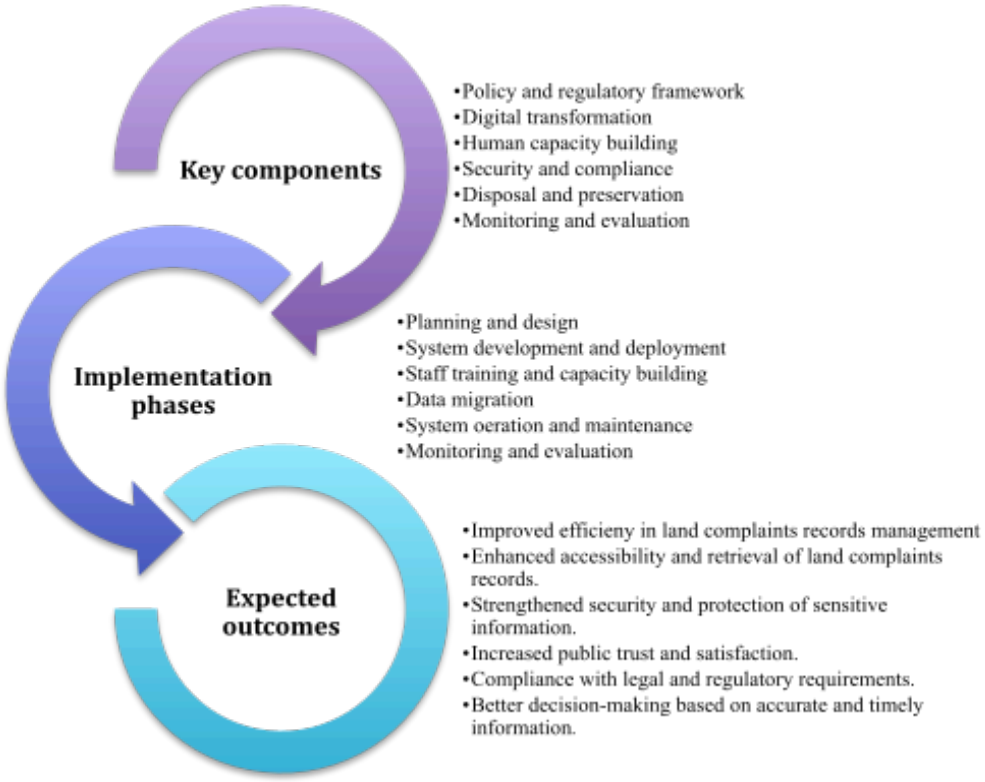
5.6.4 Expected outcomes

- Improved efficiency in land complaints records management.
- Enhanced accessibility and retrieval of land complaints records.
- Strengthened security and protection of sensitive information.
- Increased public trust and satisfaction.
- Compliance with legal and regulatory requirements.

- Better decision-making based on accurate and timely information.

The figure below is an illustration of the proposed framework.

Figure 4.2: Proposed framework for improving land complaints records at Ministry of Lands, Housing and Urban Development



By following this framework, MLHUD can significantly enhance its land complaints records management capabilities and contribute to improved land administration services.

CHAPTER SIX: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This study aimed to assess the efficiency and effectiveness of land complaints records management at MLHUD, and to propose a framework for its improvement. The objectives of the study were to: assess the effectiveness of land complaints records management from capture to storage at Ministry of Lands, Housing and Urban Development in Uganda, evaluate land complaints records management retrieval processes at the Ministry of Lands, Housing and Urban Development in Uganda, analyse the land complaints records management disposal and preservation system at the Ministry of Lands, Housing and Urban Development in Uganda, and explore the security measures of land complaints records management at the Ministry of Lands, Housing and Urban Development in Uganda. The study used a qualitative research approach and a document review retrospective research design. The study population included 21 staff from MLHUD. The data collection methods included structured interviews and a document review. This section provides the summary of the findings, conclusion, recommendations and areas for further research.

6.2 Summary of the findings

6.2.1 Land complaints records capture and storage at Ministry of Lands, Housing and Urban Development

The study revealed significant shortcomings in the management of land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). The current system, heavily reliant on manual processes and paper-based records, is inefficient, prone to errors, and struggles to cope with the volume and complexity of complaints. A lack of standardized procedures, coupled with outdated technology, further exacerbates these issues. Consequently, data integrity is compromised, accessibility is limited, and the risk of security breaches is elevated. These deficiencies collectively hinder the ministry's ability to effectively address land complaints, leading to delays, public dissatisfaction, and potential legal liabilities. A

comprehensive overhaul of the record management system, incorporating robust digital solutions and enhanced data security measures, is imperative to improve efficiency, transparency, and accountability in land administration.

6.2.2 Land complaints records retrieval at Ministry of Lands, Housing and Urban Development

The retrieval of land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD) is characterized by significant inefficiencies. The process is complex, time-consuming, and hindered by multiple barriers. Authorization requirements, manual search processes, and human errors contribute to delays in accessing critical information. The current system lacks standardization and is not user-friendly, leading to frustration among users and potential loss of documents. These challenges collectively impact the overall efficiency of the ministry, hindering timely decision-making and undermining public trust. In essence, the retrieval of land complaints records at MLHUD is a time-consuming and often frustrating process that hampers effective land administration.

6.2.3 Land complaints records disposal and preservation at Ministry of Lands, Housing and Urban Development

The management of land complaints records disposal and preservation at the Ministry of Lands, Housing, and Urban Development (MLHUD) is characterized by significant deficiencies. The absence of a tailored disposal plan, coupled with inconsistent record retention criteria, undermines effective record management. Furthermore, inadequate storage conditions and limited digitization efforts pose substantial risks to the long-term accessibility and integrity of these records. These challenges collectively impact the ministry's ability to manage land-related matters efficiently and effectively. In essence, MLHUD lacks a robust system for ensuring the appropriate disposal and preservation of land complaints records, which has far-reaching implications for the overall management of land administration.

6.2.4 Security measures for land complaints records at Ministry of Lands, Housing and Urban Development

The findings of the study on security measures for land complaints records at MLHUD reveal a concerning lack of robust safeguards to protect sensitive information. Physical security measures, while present, are insufficient, and the absence of digital security controls exposes electronic records to significant risks. The manual nature of record-keeping further exacerbates vulnerabilities. Evidence of a security breach underscores the urgent need for improved protection measures. Overall, the current state of security for land complaints records at MLHUD is inadequate and leaves the ministry exposed to potential breaches, data loss, and compromised public trust.

6.3 Conclusion

6.3.1 Land complaints records at Ministry of Lands, Housing and Urban Development

The findings of this study underscore the critical need for a comprehensive overhaul of land complaints records management at MLHUD. The current system, characterized by manual processes, paper-based storage, and inadequate digital infrastructure, is fundamentally flawed and unable to meet the demands of effective land administration. The consequences of these deficiencies are far-reaching, impacting service delivery, public trust, and the overall efficiency of the land sector.

6.3.2 Land complaints records retrieval processes at Ministry of Lands, Housing and Urban Development

The findings of this study unequivocally demonstrate that the current system for retrieving land complaints records at MLHUD is fundamentally flawed. The complex, time-consuming, and error-prone nature of the retrieval process severely hampers the efficiency and effectiveness of the ministry's operations. The inability to swiftly and accurately access vital information undermines decision-making, fosters public dissatisfaction, and creates potential legal and operational risks. Urgent interventions are necessary to address these critical shortcomings and establish a robust, efficient, and accessible system for retrieving land complaints records. Without a substantial

overhaul of the retrieval process, MLHUD will continue to face significant challenges in fulfilling its mandate of effective land administration.

6.3.3 Land complaints records disposal and preservation at Ministry of Lands, Housing and Urban Development

The findings of this study underscore the critical deficiencies in the disposal and preservation of land complaints records at MLHUD. The absence of a tailored disposal plan, coupled with inadequate storage conditions, poses significant risks to the long-term value and accessibility of these records. These shortcomings have far-reaching implications for the effective management of land administration, hindering decision-making, accountability, and transparency. Urgent interventions are required to address these issues and ensure the proper stewardship of land complaints records. Without a comprehensive overhaul of disposal and preservation practices, MLHUD will continue to face challenges in safeguarding the historical record and meeting the demands of effective land governance.

6.3.4 Security measures for land complaints records at Ministry of Lands, Housing and Urban Development

The findings of this study underscore the critical vulnerability of land complaints records to security breaches at MLHUD. The absence of robust physical and digital security measures, coupled with the reliance on manual record-keeping, creates a high-risk environment for sensitive information. The occurrence of a security breach further emphasizes the urgent need for comprehensive security measures. Without significant improvements in security protocols, MLHUD remains exposed to the potential loss, misuse, or unauthorized access of land complaints records, with severe implications for public trust, land administration, and the rule of law.

6.4 Recommendations

Based on the study findings, the following recommendations are provided:

i. The managerial staff at Ministry of Lands, Housing and Urban Development must prioritize the implementation of a modern, digital system that supports

efficient record-keeping, data security, and accessibility. By investing in such a system and accompanying procedural reforms, the ministry can significantly enhance its capacity to resolve land disputes, protect land rights, and promote sustainable land governance.

ii. The managerial staff at the Ministry of Lands, Housing and Urban Development should collaborate with the Human Resource Department to provide comprehensive training to staff on the new digital system, retrieval procedures, and data management best practices. This will improve efficiency and accuracy in record retrieval. The managerial team should also brainstorm on measures to reduce authorization barriers, enhance data quality control, as well as conduct periodic evaluations of the land complaints records retrieval processes. Minimizing bureaucratic hurdles will facilitate timely access to information. Establishing robust data quality control mechanisms will ensure the accuracy, completeness, and consistency of land complaints records. Conducting periodic evaluations of the land complaints records retrieval system will ensure the system remains responsive to evolving needs.

iii. The Records Office at the Ministry of Lands, Housing and Urban Development should develop a customized disposal plan. This will provide a clear criteria for record retention periods and disposal methods. The Records Office should also implement standardized recordkeeping practices to ensure consistency and accuracy in documenting land complaints. This includes proper labeling, indexing, and storage of records.

iv. The managerial staff of the Ministry of Lands, Housing and Urban Development should strengthen physical security by implementing robust physical security measures, including access controls, surveillance systems, and fire protection systems, to safeguard physical records. Investment in digital security should also be implemented. This will result in the development and implementation of a comprehensive digital security infrastructure, including strong

authentication mechanisms, encryption, and data backup systems to protect electronic records. Lastly, regular security awareness campaigns to educate staff about the importance of data security and their role in protecting sensitive information.

6.5 Areas for further research

The following areas are recommended for further research:

i. The correlation between data accuracy and successful complaint resolution at MLHUD. This could involve analyzing a sample of complaint records with data quality issues and their corresponding resolution outcomes.

ii. The impact of improved communication on complaint resolution times and satisfaction levels among complainants in government entities in Uganda.

iii. An analysis of the potential legal risks associated with current complaint records management practices in lands agencies in Uganda.

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APPENDICES

INTERVIEW SCHEDULE FOR SELECTED STAFF AT THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

A. LETTER TO PARTICIPANTS

Dear Participant,

I am Eva Najjuka, a student pursuing a Masters in Library and Information Science at Uganda Christian University. I am conducting a study titled: Streamlining Complaints Records Management at the Ministry of Lands, Housing and Urban Development. The objectives of the study are: i) to identify the types of complaints records documented at the Ministry of Lands, Housing and Urban Development; ii) to examine complaints records management practices at the Ministry of Lands, Housing and Urban Development in Uganda; iii) to investigate the challenges faced with complaints records management at the Ministry of Lands, Housing and Urban Development in Uganda; and iv) to propose recommendations for improving complaints records management at the Ministry of Lands, Housing and Urban Development in Uganda.

I humbly request you to participate in this study by providing relevant data related to the objectives above. As a way of maintaining confidentiality, I will uphold all key information that can be used to identify you. Additionally, do note that the interviews will be recorded to guide me in writing down the findings. If for any reason you feel the need to withdraw from participating, you are free to do that any time as you wish because participation in this study is voluntary. Kindly let me know when you are available for the interview so that I can update the time on my schedule. The interview will take 25-40 minutes of your time.

I await to hear from you.

Eva Najjuka
0782999733

B. CONSENT TO PARTICIPATE IN THE INTERVIEWS

1. I hereby confirm that I have been informed by the researcher, Eva Najjuka, about the nature and conduct of this study.
2. I have the opportunity to ask any questions related to this study.
3. I have received, read, and understood the participant letter of information about the study.
4. I understand that all the information the researcher gathers is confidential and will not prejudice me in any way.
5. I voluntarily agree to take part in this research.

Please tick the box below to indicate your consent.
I have read the consent form and herby agree to participate in this study.

SECTION C: BIO-DATA QUESTIONS

Age Bracket (Please tick what is applicable):

- ⬜ 20-29
- ⬜ 30-39
- ⬜ 40-49
- ⬜ 50 and above

Gender (Please tick what is applicable):

- ⬜ Male
- ⬜ Female

Highest Level of Education (Please tick what is applicable):

- ⬜ Diploma
- ⬜ Bachelor's Degree
- ⬜ Master's Degree
- ⬜ PhD

Years of Work Experience:

- ⬜ 0-3 years
- ⬜ 3-6 years

⚪ 6-9 years

⚪ 9 years and above

Position at MLHUD:

⚪ Principal Land Management Officer

⚪ Principal Land Officer

⚪ Principal Policy Analyst

⚪ Senior Policy Analyst

⚪ Records Officer

⚪ Senior Assistant Records Officer

⚪ Records Assistant

⚪ Registrar of titles

Section D: Types of complaints records documented at the Ministry of Lands, Housing and Urban Development

1. What types of complaints are generated and received in your office?
2. What formats of complaints records are managed?
3. Who uses the complaints records?
4. How old are the complaints records managed?
5. How frequently are the complaints records used?
6. How many complaints records have come in since 2021?
7. How many of those complaints have been resolved?
8. How many complaints are still pending?
9. How many complaints are in court?

Section E: Complaints records management practices at the Ministry of Lands, Housing and Urban Development

10. What is the typical process for a citizen to lodge a complaint at MLHUD?
11. Is the above process standardized or does it vary based on the nature of the complaint?
12. What kind of information is captured during the complaint registration process?
13. How is the above information captured?

14. How are complaints records stored and maintained at MLHUD?
15. How are complaints records retrieved and accessed at MLHUD?
16. Describe the disposal and retention schedules of complaints records at MLHUD.
17. What is the typical timeframe for addressing complaints at MLHUD?

Section F: Challenges faced with complaints records management at the Ministry of Lands, Housing and Urban Development

18. What are some of the challenges you face with complaints records management at MLHUD?
19. How do the above challenges affect complaints records at MLHUD?

Section G: Recommendations to improve complaint records management at the Ministry of Lands, Housing and Urban Development

20. What specific recommendations would you suggest for improving the effectiveness and efficiency of complaints records management at MLHUD?

INTERVIEW SCHEDULE FOR SELECTED COMPLAINANTS AT THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

A. LETTER TO PARTICIPANTS

Dear Participant,

I am Eva Najjuka, a student pursuing a Masters in Library and Information Science at Uganda Christian University. I am conducting a study titled: An Evaluation of Land Records by the Ministry of Lands, Housing and Urban Development. The objectives of the study are: i) to assess the extent to which the tracking system for land records at the Ministry of Lands, Housing and Urban Development in Uganda is operational; ii) to examine the quality of storage for land records at the Ministry of Lands, Housing and Urban Development in Uganda; iii) to evaluate the retrieval processes for land records at the Ministry of Lands, Housing and Urban Development in Uganda; and iv) to analyse the security system of land records at the Ministry of Lands, Housing and Urban Development in Uganda.

I humbly request you to participate in this study by providing relevant data related to the objectives above. As a way of maintaining confidentiality, I will uphold all key information that can be used to identify you. Additionally, do note that the interviews will be recorded to guide me in writing down the findings. If for any reason you feel the need to withdraw from participating, you are free to do that any time as you wish because participation in this study is voluntary. Kindly let me know when you are available for the interview so that I can update the time on my schedule. The interview will take 25-40 minutes of your time.

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Please tick the box below to indicate your consent.

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SECTION C: BIO-DATA QUESTIONS

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- ⬜ 20-29
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- ⬜ 40-49
- ⬜ 50 and above

Gender (Please tick what is applicable):

- ⬜ Male
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Highest Level of Education (Please tick what is applicable):

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- ⬜ Master's Degree
- ⬜ PhD

Years of Work Experience:

- ⬜ 0-3 years
- ⬜ 3-6 years
- ⬜ 6-9 years

⬜ 9 years and above

Position at MLHUD:

⬜ Principal Land Management Officer
⬜ Principal Land Officer
⬜ Principal Policy Analyst
⬜ Senior Policy Analyst
⬜ Records Officer
⬜ Senior Assistant Records Officer
⬜ Records Assistant
⬜ Registrar of titles

Section D: Land Complaints Records Capture and Storage

1. Can you describe the process for capturing land complaint records at MoLHUD?
2. What types of land complaint records are typically captured (written complaints, witness statements, digital evidence)?
3. How are these records documented and entered into the system?
4. Where are physical land complaint records stored?
5. Are there digital backups of these records? If so, how is the data secured?

Section E: Land Complaints Records Retrieval

1. How do users typically search for and retrieve land complaint records at MoLHUD?
2. What challenges do you face in retrieving land complaint records (e.g., search functionality, access permissions)?
3. How long does it typically take to retrieve a land complaint record?
4. In your experience, is the current retrieval system user-friendly and efficient?

Section F: Land Complaints Records Disposal and Preservation

1. Are there established procedures for disposing of outdated land complaint records at MoLHUD?

2. What criteria are used to determine when a land complaint record can be disposed of?
3. How are land complaint records preserved for future reference or legal purposes (physical archiving, digitization)?
4. Are there concerns about the long-term accessibility and integrity of land complaint records?

Section G: Security Measures for Land Complaints Records

1. What security measures are in place to protect land complaint records from unauthorized access?
2. How is access to land complaint records controlled (e.g., user passwords, access levels)?
3. Are there procedures for auditing user activity and tracking modifications to land complaint records?
4. Have there been any instances of security breaches or unauthorized access to land complaint records?

Closing

1. Do you have any suggestions for improving the management of land complaint records at MoLHUD?
2. Is there any additional information you would like to share about land complaint records management?

Thank you for your time and participation!

DOCUMENT REVIEW CHECKLIST

Land Complaints Records Capture and Storage (Objective i)

- **Procedures:**
    - Does the document outline procedures for capturing land complaint records (e.g., intake forms, evidence collection)?
    - Are there clear guidelines for documenting and entering complaint details into the system?
- **Record Types:**
    - Does the document specify the types of land complaint records captured (written complaints, witness statements, digital evidence)?
- **Storage Practices:**
    - Does the document describe physical storage locations for land complaint records?
    - Are there procedures for securing and backing up digital records?

Land Complaints Records Retrieval (Objective ii)

- **Search Functionality:**
    - Does the document describe the process for searching and retrieving land complaint records?
    - Are there details on available search criteria and user access controls?
- **Retrieval Efficiency:**
    - Does the document outline any performance metrics for retrieval speed and accuracy?
- **User Experience:**
    - Does the document provide information on user training or guidance for accessing complaint records?

Land Complaints Records Disposal and Preservation (Objective iii)

- **Disposal Procedures:**
    - Does the document outline procedures for disposing of outdated land complaint records?
    - Are there established criteria for determining record disposal timelines?

- **Preservation Practices:**
    - Does the document detail methods for preserving historical land complaint records (physical archiving, digitization)?
    - Are there plans for long-term storage and accessibility of digital records?

Security Measures for Land Complaints Records (Objective iv)

- **Access Controls:**
    - Does the document describe user authentication protocols for accessing land complaint records (passwords, access levels)?
- **Audit Trails:**
    - Does the document mention procedures for auditing user activity and tracking record modifications?
- **Security Protocols:**
    - Does the document outline any data encryption measures in place to protect sensitive information?
    - Are there documented procedures for responding to potential security breaches?

AUTHORISATION LETTER TO CONDUCT THE RESEARCH

UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

1st August, 2024

NAJJUKA EVA
Uganda Christian University
+256782999733
Email: evanajjuka@gmail.com

UG-REC-026 PROTOCOL AMENDMENT NOTICE

To: Najjuka Eva, Principal Investigator

Re: UCU-REC Application titled: *Assessing land complaints records management at the Ministry of lands, Housing, and Urban Development.*

Application Number: UCUREC-2024-921

Version: 4.1

Type: [ ] Initial Review
[ ] **PROTOCOL AMENDMENT**
[ ] Letter of Amendment (LOA)
[ ] Continuing Review
[ ] Material Transfer Agreement
[ ] Other, Specify:

I am pleased to inform you that the **UG-REC-026; UCUREC** amended the above referenced application.

Everything else as detailed in the approval notice dated 3rd July 2024 remain unchanged. Approval of the research is for the period from 3rd July, 2024, to3rd July, 2025

This research is considered minimal risk category.
As Principal Investigator of the research, you are responsible for fulfilling the following requirements of approval:

1. All co-investigators must be kept informed of the status of the research.
2. Changes, amendments, and additions to the protocol or the consent form must be submitted to the REC for re-review and approval prior to the activation of the changes. The REC application number assigned to the research should be cited in any correspondence.
3. **Reports of unanticipated problems involving risks to participants or other must be submitted to the REC. New information that becomes available which could change the risk: benefit ratio must be submitted promptly for REC review.**

UGANDA CHRISTIAN UNIVERSITY APPROVED UNTIL 01 AUG 2025 RESEARCH ETHICS COMMITTEE

UGANDA CHRISTIAN UNIVERSITY APPROVED UNTIL 01 AUG 2025 RESEARCH ETHICS COMMITTEE

4. Only approved consent forms are to be used in the enrollment of participants. All consent forms signed by subjects and/or witnesses should be retained on file. The REC may conduct audits of all study records, and consent documentation may be part of such audits.
5. Regulations require review of an approved study not less than once per 12-month period. **Therefore, a continuing review application must be submitted to the RECeight weeks prior to the above expiration date of 1st august, 2025 in order to continue the study beyond the approved period.** Failure to submit a continuing review application in a timely fashion may result in suspension or termination of the study, at which point new participants may not be enrolled and currently enrolled participants must be taken off the study.
6. The REC application number assigned to the research should be cited in any correspondence with the REC of record.
7. Your research details have been shared with the Executive secretary of Uganda National Council for Science and Technology (UNCST) and you are not required to get clearance since you are a Master's Degree research. Refer to UNCST Research registration and clearance Policy and guidelines (July 2016) in Uganda section 6(e).

The following is the list of all documents approved in this application by **UG-REC _026:**

	Document Title	Language	Version	Version Date
1.	Protocol	English	1.0	2024-07-11
2.	Assent Form	English	1.0	2024-07-11
3.	Informed Consent Form	English	1.0	2024-07-11
4.	Observation checklist	English	1.0	2024-07-11
5.	Interview Guide	English	1.0	2024-07-11
6.	Questionnaire	English	1.0	2024-07-11

Signed and Stamped

.....

Prof. Peter Waiswa.
UCUREC Chairperson,
pwaiswa@musph.ac.ug

UGANDA CHRISTIAN UNIVERSITY
APPROVED
UNTIL
01 AUG 2025
RESEARCH ETHICS COMMITTEE

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Summary

Background to the study

Effective records management is a cornerstone of good governance and transparency in any organization, particularly in sectors like land administration where information is critical for decision-making, accountability, and legal compliance (Ameyaw & de Vries, 2021). Land records, specifically, are invaluable assets that document ownership, rights, boundaries, and historical land use patterns (Mahlangu & Bhebhe, 2023). They serve as evidence for family relationships, property rights, and legal claims. Ameyaw and de Vries (2021) emphasize that proper records management ensures the creation, capture, classification, storage, retrieval, and disposition of accurate and authentic information. This information serves as the foundation for informed decision-making, fosters accountability within the organization, and ensures compliance with legal requirements (International Organization for Standardization (ISO) 15489, 2016).

Records are essential for future reference, allowing land administrations to meet regulatory demands, base decisions on verifiable evidence, provide transparency in their operations, and build an institutional memory (Nyamwamu, 2018). Within the specific context of land governance, efficient records management plays a vital role. It fosters public trust in the system by demonstrating transparency and accountability. It helps minimize land disputes by ensuring clear documentation of grievances and facilitating proactive measures to address them. Complaints records management further empowers authorities to resolve existing disputes more swiftly, minimizing frustration and fostering a sense of justice (World Bank, 2018). The World Bank recognizes the critical link between effective land governance and achieving the Sustainable Development Goals (SDGs), highlighting the importance of robust systems for managing land- related information. As such, efficient management of land-related records, including those pertaining to complaints, is crucial for ensuring fair and equitable land administration.

However, challenges such as inconsistent record-keeping practices, data fragmentation, limited accessibility, and lack of transparency have hindered effective land governance in many countries, including those in Africa (Dayal & Dhaka, 2021; Ameyaw & de Vries, 2021; Lesley, 2021; Asaaga, 2021). These issues often lead to unresolved land disputes, eroding public trust, and

impeding socioeconomic development (United Nations Human Settlement Programme (UN- Habitat), 2019). One major concern is the lack of standardized procedures for recording, categorizing, and analyzing complaints. Dayal and Dhaka (2021) illustrate this issue in India, where inconsistent approaches hinder a comprehensive understanding of land governance issues. Another critical challenge is data fragmentation. Ameyaw and de Vries (2021) report on the situation in Nigeria, where complaints records are scattered across different departments, making efficient tracking and resolution of issues difficult. This fragmentation creates a system fraught with inefficiency and hinders effective service delivery. Limited accessibility and transparency further compound these problems. Public access to complaints data is often restricted, eroding trust in authorities and hindering community engagement in tackling land governance challenges. Lesley (2021) highlights this issue in Zimbabwe, while Asaaga (2021) reports a similar situation in Ghana. This lack of transparency fuels frustration and mistrust amongst the public. The consequences of these inefficiencies are severe. Unresolved land disputes lead to prolonged delays, foster a sense of injustice, and ultimately erode public trust in governance institutions (UN-Habitat, 2019). In extreme situations, unresolved disputes can escalate social tensions, contributing to instability within communities (Asaaga, 2021).

In Uganda, the Ministry of Lands, Housing and Urban Development (MLHUD) shoulders the responsibility of ensuring effective land governance. Singh (2019) emphasizes the importance of robust systems within institutions like the MLHUD for delivering efficient services to the public. The study built upon this foundation by critically examining the management of complaints records at the MLHUD and proposing solutions for a more efficient and transparent complaints records management system.

Background to the Land, Housing and Urban Development (MLHUD)

The Ministry of Lands, Housing and Urban Development (MLHUD) in Uganda is charged with shaping Uganda's land governance landscape through policy formulation and implementation, management of land records, regulation of land transactions, and facilitation of dispute resolution

(Ministry of Lands, Housing and Urban Development, 2024). Its mandate spans around land administration, housing development and urban planning, all which are crucial for promoting economic prosperity and

sustainable development (Ministry of Lands, Housing and Urban

Development, 2024). MHLUD receives many complaints on land disputes or grievances which are documented as reported by Musinguzi, Enemark and Mwesigye (2021). For MHLUD to conduct its activities effectively, it is undisputable that it needs good complaints records. These records can also act as proof for land disputes. On top of that, as a government institution, it is also under the scrutiny of the public which expect it to be transparent and accountable. Therefore, proper complaints records management is essential in the sustainability of MHLUD's operations in Uganda. This study assessed complaints records management at MLHUD.

Statement of the problem

Land complaints records are vital in addressing land disputes (Ameyaw & de Vries, 2021). Land offices such as the MLHUD have been implemented to address land disputes at a national level, however, challenges with managing land complaints records are affecting effective land governance. In Uganda, land disputes are widespread affecting 33.2%-50.3% landholders (Grassroots Justice Network, 2024). Despite the presence of avenues for lodging redressing disputes, studies have reported that there are challenges of incomplete and inaccessible land complaints records within the MLHUD (Musinguzi et al., 2021; Kemigisha, 2021). These have led to delayed resolution of conflicts causing frustration and dissatisfaction among citizens. This research aimed to address these critical issues by assessing land complaints records management within the MLHUD.

1.4 Aim of the study

This study aimed to assess the efficiency and effectiveness of land complaints records management at MLHUD, and to propose a framework for its improvement.

1.5 Specific objectives

The study intended to achieve the following objectives:

To assess the effectiveness of land complaints records management from capture to storage at Ministry of Lands, Housing and Urban Development in Uganda.

To evaluate land complaints records management retrieval processes at of Lands, Housing and Urban Development in Uganda.

To analyse the land complaints records management disposal and preservation system at the Ministry of Lands, Housing and Urban Development in Uganda.

To explore the security measures of land complaints records management at the Ministry of Lands, Housing and Urban Development in Uganda.

The study was guided by the following questions:

How effective are land complaints records capture and storage at the Ministry of Lands, Housing and Urban Development in Uganda?

What are the land complaints records retrieval processes at the Ministry of Lands, Housing and Urban Development in Uganda?

How is the land complaints records disposal and preservation system at Lands, Housing and Urban Development in Uganda?

What are the security measures of land complaints records at the Ministry of Lands, Housing and Urban Development in Uganda?

Scope of the study

Content scope

The study's content was restricted to the effectiveness of land complaints records capture and storage at the Ministry of Lands, Housing and Urban Development in Uganda. The study assessed the research aim and objectives.

Urban Development in Uganda, evaluated land complaints records retrieval processes at the Ministry of Lands, Housing and Urban Development in Uganda, analysed the land complaints records disposal and preservation system at the Ministry of Lands, Housing and Urban Development in Uganda and explored the security measures of land complaints records at the Ministry of Lands, Housing and Urban Development in Uganda.

Time scope

The time scope for the study was restricted to the period of 2015-2019. This is considered the most recent period which provided a more accurate picture for which the study can be built upon.

Geographic scope

The study was conducted in Uganda, particularly at MLHUD.

(EA). It has a number of policies that guide land governance and administration. Notable these is Uganda's National Land Policy (2013),

and The Land Act Cap 227 as Amended in 2001, 2004 and 2010. Some of the institutions involved in land governance include MLHUD, which was the focus of this study;

Environment (MWE), Ministry of Works and Transport (MoWT) and District Land Boards.

1.8 Significance of the study

The study findings may unravel key findings concerning best practices for optimizing complaint records management at MLHUD which may provide key insights to policy makers on how to enhance transparency, efficiency and access to justice for all stakeholders involved in land matters.

The study findings may also be informative to the managerial team at MLHUD which may adopt some of the recommendations to transform its complaint records management system into a robust and accessible platform for resolving land disputes effectively.

Lastly, the study findings may generate knowledge that other scholars interested in the same topic may find useful for benchmarking, advancing their knowledge about the subject and developing their research.

1.9 Justification of the study

Land complaints records are the cornerstone of a well-functioning land management system. Land

records influence

and usage rights (Krawchenko & Tomaney, 2023). Effective management of these records is pivotal for promoting economic growth, ensuring social stability, and fostering public trust in land governance. Unfortunately, many developing countries grapple with inefficient and vulnerable land complaints records management systems (Dayal & Dhaka, 2021). The consequences of such deficiencies are far-reaching. Inaccurate or incomplete

land records can ignite land disputes, deter investment, and undermine the rule of law (Dayal & Dhaka, 2021; Krawchenko & Tomaney, 2023). Moreover, weak record-keeping systems create fertile ground for corruption, fraud, and

revenue leakage. Given the pivotal role of the MLHUD in Uganda's land administration (Musinguzi et al., 2021), a comprehensive assessment of its land complaints records management system was imperative to identify gaps, challenges, and opportunities for improvement. By strengthening this critical function, the MLHUD can contribute significantly to enhancing land governance, promoting economic development, and safeguarding the rights of landholders in Uganda.

CHAPTER TWO: LITERATURE REVIEW

Introduction

A literature review is a critical evaluation of existing research to obtain knowledge to develop the theoretical foundation of a given study (Snyder, 2019). This study conducted an exploratory literature review to generate key insights demonstrating a general understanding of the topic under study. The literature review was based on the research objectives.

2.2 Theoretical Framework

The study was guided by the records life cycle theory developed by Moeckel in 1958 (Marutha, 2023; Seniwoliba & Mahama, 2017). The theory proposes that records go through distinct phases: creation, capture, storage, retrieval, use, and disposition. It assumes a linear progression through these stages, which may not always reflect the complexities of real-world systems, particularly in the digital age (Cox & Tam, 2018). Critics however argue that the theory's focus on physical records limits its applicability in contemporary digital environments (Matlala & Maphoto, 2020). Despite this, the core concepts of capture, storage, retrieval, and use remain relevant for understanding and improving complaints records management. The New York State Archives (2021) offers a valuable interpretation of the life cycle, emphasizing the legal and administrative requirements for record retention. It highlights four basic phases:

Creation: This initial phase encompasses the creation or receipt of a complaint record. Here, considerations should be made regarding record identification, storage strategies, and future management practices throughout its life cycle. Permanent records, for instance, require specific plans for long-term protection and preservation.

Active Use: During this phase, the complaint record is frequently referenced and needs to be readily accessible. This typically involves storing paper records in easily accessible file cabinets near workstations or keeping electronic documents in readily retrievable locations.

Inactive Storage: When a record is no longer actively consulted, it enters the inactive phase. While infrequent access might occur, immediate access is no longer essential. Paper records are typically removed from active filing systems and stored securely in dedicated facilities. Electronic records may be designated as inactive within a database system.

Disposition: The final stage involves the record's disposition. This can include physical destruction of paper records, deletion of electronic records from information systems, or permanent retention through archival storage. Permanent records may be transferred to dedicated archival repositories for long-term preservation.

The Records Life Cycle Theory provided a valuable framework for analyzing complaints records management at the MLHUD. By applying this framework to each stage of the life cycle, areas for improvement were discovered and targeted recommendations proposed.

Overview of complaints land records in land offices

Land offices play a critical role in managing land-related issues. Inevitably, disputes and grievances arise. To ensure efficient resolution and improve land governance, these institutions document various types of complaints records. Nyamwamu (2018) emphasizes that the types of records kept by institutions are directly linked to their core activities. Land offices specifically document complaints records to capture crucial details about land-related disputes. These records, as Musinguzi et al. (2021) highlight, contain valuable information that can be categorized as:

Nature of the Land Dispute: This core element identifies the specific issue at hand, such as boundary disagreements, inheritance disputes, encroachment, or concerns regarding land use rights.

Duration of the Land Dispute: Understanding the length of the dispute is crucial for assessing its complexity and potential urgency for resolution.

Parties Involved: Identifying all stakeholders involved in the land dispute, including individuals, families, or organizations, is essential for addressing the concerns of all parties.

Interventions Taken So Far: Documenting the steps already taken to address the dispute allows for a clear understanding of the progress made and can inform future interventions.

The categorization of these records by Malake and Phiri (2020) provides further context. They classify records as:

Vital: Records that are irreplaceable due to their historical or legal significance, such as land ownership documents.

Important: Records that can be transferred to inactive storage while retaining value, such as case files with resolved disputes.

Useful: Records needed for daily operations, such as ongoing complaints related to land use permits.

Non-Essential: Records with minimal or no future value, such as internal communication regarding scheduling for dispute resolution meetings.

Effective management of these diverse complaints records ensures accessibility and facilitates their utilization for various purposes. The National Archives UK (2012) offers a helpful categorization of complaints filed against government agencies, which can be adapted to the context of land administration. There are complaints against standards of service. These complaints address issues like wait times, communication inefficiencies, or a perceived lack of professionalism from land administration staff. There are also complaints against government or office policy. These complaints may concern specific land use regulations, unclear policies regarding land ownership transfer, or perceived inconsistencies in policy application. Lastly, complaints regarding maladministration. These complaints allege improper handling of a land dispute by the land administration, which could include: failure to follow established procedures for dispute resolution, discourteous or disrespectful treatment of individuals involved in the dispute, evidence of bias or discriminatory practices, unreasonable delays in addressing the dispute and inadequate responses to complaints previously submitted.

As highlighted by the National Archives UK (2012), case files within complaint records typically contain the following information:

Complainant Details: This includes the name and contact information of the individual or entity filing the complaint.

Date of Receipt: Recording the date the complaint is received establishes timelines for response and facilitates tracking of resolution progress.

Complaint Details: A clear description of the land-related issue, categorized for analysis purposes, allows for identification of recurring issues or specific policy concerns.

Desired Resolution: Understanding the complainant's desired outcome helps tailor interventions and facilitates a mutually agreeable solution.

Action Taken: Documentation of all actions taken by the land administration to address the complaint provides a clear picture of the efforts undertaken.

Outcomes and Next Steps: Recording the outcome of the complaint resolution process, along with any necessary next steps, ensures transparency and accountability within the system.

Building upon the aforementioned categories, Nam and Yen (2021) identify additional complaint types frequently documented by land administration bodies:

Complaints for Compensation and Land Clearance: These complaints may arise when land acquisition for public projects necessitates the displacement of individuals or businesses. Concerns regarding fair compensation for land and property, as well as dissatisfaction with the land clearance process, would be documented in such instances.

Complaints About Issuance of Land Use Right Certificates and Revocation: Disputes related to the granting or withdrawal of land use rights can be a significant source of complaints. These records would detail the grounds for the complaint and the specific land use rights in question.

This study aimed to identify the specific types of complaints records documented within MLHUD using this as a backdrop.

Records capture and storage in land offices

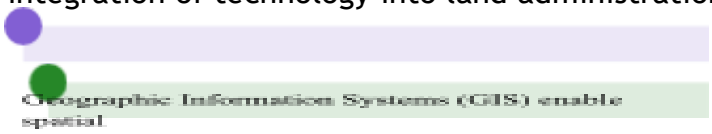
Traditionally, land offices relied heavily on manual systems for capturing land records. These systems typically involved physical logbooks where staff meticulously recorded details of each record's movement (Touray, 2021). While providing a basic level of accountability, manual systems were prone to errors, inefficiencies, and security risks (Aramide et al., 2023). The advent of technology has ushered in automated tracking systems, offering real-time monitoring, enhanced accountability, and improved efficiency (Aramide et al., 2023). However, their implementation requires substantial investment in hardware, software, and staff training. To enhance accessibility and streamline processes, various approaches to records capture have been explored. Standardized complaint forms promote consistency and data analysis (Musinguzi et al., 2021). Centralized capture systems, including online portals and physical drop-off points, facilitate efficient handling of complaints (Cox & Tam, 2018; Marutha, 2023). In regions with limited internet connectivity,

designated drop-off locations for paper forms are essential. To reach a wider audience, particularly in rural areas, mobile apps and SMS services offer convenient platforms for lodging complaints (Cox & Tam, 2018).

The storage of land records is equally critical for their preservation and accessibility. Historically, paper-based records were stored in physical cabinets, shelves, or boxes (Matlala & Maphoto, 2020). While this method offered familiarity, it was susceptible to damage, loss, and inefficient retrieval. The emergence of digital storage solutions has revolutionized record management, providing enhanced security, reliability, and accessibility (Cox & Tam, 2018). Cloud platforms and dedicated servers have become popular options for storing electronic records. However, challenges persist in records storage. Insufficient storage capacity and outdated indexing systems hinder efficient retrieval (Kutuusa, 2018). To ensure the long-term preservation of records, appropriate environmental conditions and security measures must be implemented (Franks, 2018; Malake & Phiri, 2020; Mintah et al., 2022). Additionally, developing effective retention schedules is crucial for managing the volume of records and ensuring compliance with legal requirements (Marutha, 2023).

The digitization of land records has also accelerated in recent years, offering numerous benefits such as improved access, efficiency, and accuracy. However, it has also introduced new challenges. Kapoor et al. (2024) highlight errors and discrepancies in digitized land records, emphasizing the need for robust quality control measures. The Swedish system's utilization of blockchain technology demonstrates the potential for secure and transparent land record

management (Kapoor et al., 2024). The integration of technology into land administration is



transforming record management practices.

analysis and visualization of land data,

facilitating informed decision-making. Artificial

intelligence (AI) and machine learning have the potential to automate routine tasks, improve data

accuracy, and detect anomalies. However, the successful

substantial investments in infrastructure, human capacity, and data governance.

Data privacy and

security are paramount concerns in land records management (Shepherd & Yeo, 2003; Marutha, 2023). Protecting sensitive information from unauthorized access and misuse is essential for

maintaining public trust [36]. Implementing robust security measures, such as encryption, access controls, and regular audits, is crucial.

However, reliance on paper-based complaint forms creates vulnerabilities. These forms are susceptible to loss, damage, and incomplete filling (Musinguzi et al., 2021). This compromises data accuracy and completeness, limiting the usefulness of records for identifying trends, analyzing root causes of disputes, and informing policy decisions. Fragmented data also poses a significant challenge. The use of decentralized capture systems, where complaints are received by different departments or physical locations can lead to scattered data records (Ameyaw & de Vries, 2021). This makes it difficult to obtain a comprehensive view of land-related issues and hinders efficient retrieval of complaints needed for investigation and resolution. Additionally, in areas with limited internet connectivity, online complaint portals become inaccessible to a segment of the population (Matlala & Maphoto, 2020). This creates a digital divide, potentially disenfranchising citizens who lack alternative means to lodge complaints, and hindering the comprehensiveness of the complaint database. Inadequate Information Technology (IT) infrastructure can also limit the effectiveness of digital storage solutions (Kemigisha, 2021). Outdated technology may lack proper security features, hindering data integrity and confidentiality. Insufficient storage capacity can restrict the ability to retain historical records crucial for future reference or legal proceedings.

Implementing standardized complaint forms across online and physical channels ensures data consistency and completeness (Musinguzi et al., 2021). These forms should capture essential details like the nature of the dispute, parties involved, supporting documentation, and desired resolution. Standardization facilitates data analysis for identifying trends in land-related issues and informing policy interventions. A centralized online complaint portal streamlines the capture process, improves accessibility, and eliminates geographical limitations (Ameyaw & de Vries, 2021). This system should be user-friendly and accessible on various devices, including mobile phones and computers. For areas with limited internet access, designated drop-off locations for paper forms should be established in convenient locations. Offering complaint forms and support in various local languages promotes inclusivity and ensures all citizens, regardless of language barriers, can lodge complaints (Cox & Tam, 2018). This requires collaboration with local communities to identify relevant languages and translate forms and guidance materials. Public land

administrations should prioritize secure and accessible digital storage solutions for complaint records. Cloud platforms or dedicated servers offer enhanced data integrity, disaster recovery capabilities, and information security compared to paper-based systems (Ameyaw & de Vries, 2021). Robust encryption measures and access controls should be implemented to safeguard sensitive information. Implementing disaster recovery plans safeguards complaint records from loss due to unforeseen circumstances like natural disasters or technological failures (Superio et al., 2019). These plans should outline data backup procedures, recovery protocols, and business continuity strategies.

Records retrieval processes in land offices

Historically, land offices relied heavily on manual systems for retrieving paper-based records. These systems typically involved filing cabinets or shelves organized according to specific filing schemes, often alphabetical or numerical (Luyombya & Ndagire, 2020; Touray, 2021). Retrieval necessitated manual searching by staff, with efficiency dependent on the filing system's effectiveness and staff familiarity. While offering a fundamental level of organization, paper-based systems presented significant limitations. Locating specific records could be time-consuming, especially for complex filing schemes or large document volumes. The risk of damage or loss due to physical factors further compounded the challenges. Moreover, the inability to search for keywords within documents hindered efficient retrieval when precise information was required. To enhance record retrieval efficiency, robust indexing systems are crucial. These systems facilitate locating records by assigning metadata or keywords to documents, enabling searches based on various criteria (Cox & Tam, 2018). Effective indexing involves a combination of keyword assignment, case categorization by dispute type, and user-friendly search interfaces (Gesmundo et al., 2022). User-friendly search functionalities within records management systems empower staff to quickly locate relevant documents based on date, location, dispute nature, parties involved, and keywords from complaint descriptions (Musinguzi et al., 2021). This expedites case handling and improves overall service delivery.

To foster transparency and accountability, land offices should prioritize public access to records. This includes clear information about the complaint recording process, expected timelines, potential outcomes, and access to aggregated complaint data (Ameyaw & de Vries, 2021). A

combination of online and offline options is essential to ensure inclusivity. User-friendly online complaint portals, coupled with designated physical drop-off locations, cater to diverse user needs (Ameyaw & de Vries, 2021). Support mechanisms for citizens with limited digital literacy are crucial for maximizing accessibility. The advent of electronic record-keeping has revolutionized record retrieval in land offices. Database management systems (DBMS) have become central to organizing and searching electronic records (Franks, 2018). Structured Query Language (SQL) enables efficient querying and retrieval of information within relational databases (Saffady, 2021).

Beyond DBMS, specialized tools like Apache Solr offer robust text search capabilities for rich document formats (Dutta & Mukhopadhyay, 2022; Oyefolahan et al., 2018). This technology significantly enhances retrieval speed and accuracy by enabling keyword searches within electronic land records. Electronic record-keeping offers numerous advantages, including faster retrieval times, improved accessibility, and reduced risk of damage or loss. However, successful implementation requires investments in technology, staff training, and data preservation strategies. While technology has transformed record retrieval, challenges persist. Poorly designed indexing systems present a hurdle in retrieving relevant complaint records. Inaccurate or incomplete indexing can make it difficult to locate specific complaints based on location, type of dispute, or other relevant criteria (Gesmundo et al., 2022). This delays investigations and hinders timely resolution of land disputes. Complaint records management systems can also become underutilized if users find them complex, cumbersome, or inaccessible (Cox & Tam, 2018). This can be due to a lack of user-friendly interfaces, inadequate training for staff, or limited technical support. Underutilized systems fail to capture the full picture of land-related grievances and limit their impact on improving land governance. Inadequate training for staff responsible for managing complaint records can further hinder their ability to effectively create, capture, store, retrieve, and utilize these records (Marutha, 2023). Untrained staff may struggle with data entry procedures, retrieval techniques, or applying retention schedules, leading to errors and inefficiencies in the complaint management process.

Ensuring data quality, security, and privacy is paramount. Integrating new systems with existing infrastructure can be complex. Moreover, the digital divide may limit accessibility for certain populations. To overcome these challenges, a holistic approach is necessary. This includes

investing in infrastructure, developing user-friendly interfaces, providing adequate training, and implementing robust security measures. By addressing these issues, land offices can harness the full potential of technology to enhance record retrieval, improve service delivery, and promote

transparency. Implementing comprehensive and accurate indexing systems allows for efficient retrieval based on various criteria, such as location, type of dispute, date, or keywords (Cox & Tam, 2018). Additionally, user-friendly search functionalities within the records management system enable staff to locate relevant complaint records quickly. Regular training also equips staff with the necessary skills to effectively manage complaint records across the entire lifecycle (Musinguzi et al., 2021). This includes training on data entry procedures, retrieval techniques, applying retention schedules, security protocols, and user support.

Records disposal and preservation in land offices

Effective records disposal and preservation are crucial for maintaining the integrity and accessibility of historical and current land information. Land records document ownership histories, transactions, and legal agreements. Proper preservation ensures their availability for legal proceedings, historical research, and genealogical inquiries (Otobo & Alegbeleye, 2021). This not only safeguards individual rights but also provides a vital resource for understanding historical land use patterns and economic development. Additionally, land offices accumulate vast amounts of records over time. Implementing a well-defined disposal program frees up valuable physical space and reduces storage costs (Franks, 2018; Touray, 2021). However, this needs to be balanced with ensuring that information with continuing legal or historical significance is not discarded prematurely.

Determining which records to retain and for how long presents a delicate challenge. Overly long retention periods lead to cluttered archives and increased storage costs (Saffady, 2021; Otobo & Alegbeleye, 2021). Conversely, premature disposal can result in the loss of valuable information crucial for legal disputes, historical research, or even future economic development projects (Luyombya & Ndagire, 2020). The shift from paper-based records to digital formats creates new challenges. The absence of clear guidelines on records disposal and retention can lead to confusion and mismanagement. Records may be retained indefinitely, cluttering storage space, or inadvertently destroyed before their designated retention period (Matlala & Maphoto, 2020). This

can lead to the loss of valuable historical data or impede access to records for legal purposes. The absence of feedback mechanisms can as well as prevent users from knowing the status of their complaints or the outcome of investigations (Ameyaw & de Vries, 2021). This lack of transparency can undermine trust in the complaint resolution process and discourage citizens from lodging future complaints, ultimately hindering the effectiveness of the system.

Ensuring the long-term accessibility and authenticity of digital records requires robust preservation strategies and migration plans (Dutta & Mukhopadhyay, 2022). Digital formats can deteriorate over time, and without proper maintenance, valuable land information could be lost (Luyombya & Ndagire, 2020; Otobo & Alegbeleye, 2021). Additionally, land offices often face resource constraints, limiting their capacity to invest in proper storage facilities, archival expertise, and digital preservation technologies (Otobo & Alegbeleye, 2021). Kutuusa (2018) found that disposal

the Ministry of Lands, Housing, and Urban Development

decisions at were based on factors such

as redundancy, lack of ongoing value, and the need for organizational efficiency. The study emphasized the importance of understanding what information to keep and what to dispose of, highlighting the need for responsible disposal practices. Gesmundo et al. (2022) noted that the ability to easily identify current record versions and their location facilitated efficient record management, including disposal decisions. By working together, land offices can develop standardized approaches to records disposal and preservation

Records security in land offices

Land records, containing sensitive information about land ownership, property rights, and legal matters, are invaluable assets. Their security, both physical and digital, is paramount for maintaining public trust, upholding legal integrity, and preventing fraud. Traditional paper-based land records require robust physical security measures. Secure storage facilities, including restricted access areas, fire suppression systems, and climate control, are essential to protect records from damage, theft, or unauthorized access (Franks, 2018). Limiting access to authorized personnel only is crucial to prevent unauthorized disclosure of sensitive information (Aramide et al., 2020). Implementing a system of tracking record movement, such as movement cards as described by Kutuusa (2018), helps monitor access and identify potential breaches. However, physical security measures alone are insufficient. Kutuusa (2018) highlights the vulnerability of

records to disasters, emphasizing the need for disaster recovery plans. Fire extinguishers, while essential, may not be adequate protection against extensive damage. Developing comprehensive disaster recovery plans, including off-site backups, is crucial to mitigate risks.

The increasing reliance on electronic land records necessitates robust technological safeguards.

to protect information from

Encrypting sensitive data both at rest and in transit is essential

unauthorized access (Aramide et al., 2020). protocols,

such as multi-factor verification, and maintaining detailed audit logs of user activity enhance security (Saffady, 2021). Regular backups

in secure off-site locations ensure data recovery in case

of system failures or cyberattacks. While technology offers significant advantages, it also introduces new vulnerabilities. Cyber threats such as hacking, ransomware, and data breaches pose significant risks to electronic land records. Land offices must stay updated on the latest cybersecurity best practices and invest in appropriate security measures to protect sensitive information.

Ensuring the security of land records is an ongoing challenge. Resource constraints, lack of awareness, and the evolving nature of threats can hinder effective security implementation. Balancing the need for security with accessibility can also be complex. However, advancements in technology offer opportunities to enhance record security. For example, blockchain technology has the potential to create immutable and tamper-proof records, providing an additional layer of security. Artificial intelligence can be used to detect anomalies and potential security breaches. Establishing clear guidelines and procedures for complaint handling ensures consistent and efficient management practices (Marutha, 2023). These guidelines should cover aspects like complaint registration, investigation protocols, communication with complainants, and record- keeping procedures. A robust legal framework for complaint records management establishes clear guidelines for electronic and paper-based records, promoting effective practices (Touray, 2021). This framework should define data ownership, access rights, retention schedules, and disposal procedures. Maintaining complaint records in suitable storage facilities ensures their longevity and accessibility for future reference (Kemigisha, 2021). This may involve investing in climate- controlled storage spaces or digital storage solutions with sufficient capacity.

Sensitizing the public about complaint procedures empowers citizens to utilize the system effectively (Ameyaw & de Vries, 2021). This can be achieved through public awareness campaigns, community outreach programs, and accessible information materials on complaint filing procedures. Integrating robust feedback mechanisms with the complaint records management system allows citizens to track the progress of their complaints and understand the outcomes (Ameyaw & de Vries, 2021). This fosters trust in the process, encourages future reporting of land-related issues, and promotes system accountability. Ensuring accountability among staff and fostering a culture of data protection within the public land administration is crucial (Touray, 2021). Additionally, investing in staff training for complaint records management and information technology skills enhances staff proficiency and minimizes the risk of errors or misconduct (Hassan et al., 2022).

2.7 Research Gap

The above literature review has provided a general understanding on the research topic; however, the information reported is from different settings and has been obtained with varying methodologies. In general, however, there is limited empirical research on complaints records

management in land administration in Uganda. Studies specifically assessing the current state of

This

complaints records management and potential improvements at MLHUD were not there. study sought to fill this gap by examining complaints records management at MLHUD.

Introduction

This chapter provides the area of study, research approach, research design, study population, sampling and sample size, data collection procedures and methods, data analysis method, data quality control process, ethical considerations and the limitations to the study.

Area of study

The area of study was Ministry of Lands, Housing and Urban Development (MLHUD) in Uganda. MLHUD is located at Plot 13-15, Parliamentary Avenue, Kampala, Uganda (Ministry of Lands, Housing and Urban Development, 2024). This was selected as the area of study because of its complaint records management system which this study sought to examine.

Research design

the blueprint or conceptual structure for a given research study.

Patel and Patel (2019) define a research design as: and a document review

The study utilized a qualitative research approach

retrospective research design to investigate complaint records management at MLHUD. This research design involved analysing existing documents or records to identify patterns, trends, or insights related to a specific research question or objective (Creswell & Clark, 2017). This was

combined with the collection of interviews to generate adequate and rich findings to inform the

a clear picture of the current state of

study. In this case, it helped in painting complaint records

management at MLHUD. By using a qualitative research approach, the existing complaint management processes at MLHUD were studied. The chosen approach and design align with the core principles of research design as outlined by Jongbo (2014). It provided a structured and comprehensive foundation for studying complaint records management at MLHUD.

3.4 Study population

A study population is the population of interest the researcher is interested in adopting (Casteel & Bridier, 2021). The target population for this study are 21 staff from MLHUD serving in different capacities. These have been selected due to their direct interaction with MLHUD's complaints

records management practices. It is anticipated that they will provide informative insights that can be used to inform this study. Their breakdown is as follows:

Table 3.1: Study Population

Staff Designation	**Total Population**
Permanent Secretary	1
Principal Land Officers	2
Principal Policy Analyst	1
Records Staff	16
Registrar of titles	1
Total	**21**

Source: Ministerial Policy Statement for MLHUD Financial Year 2021/22

3.5 Sample

determination, sample size and sampling procedures

A sample is a subset of the study population (Patel & Patel, 2019). An adequate sample size was

required to prevent bias and provide a fair representation of the study population (Casteel & Bridier, 2021). The entire study population was adopted as the sample size using census sampling which is the complete enrollment of a study population (Creswell & Creswell, 2018). This was

because the entire population of interest was relevant to the study and it was small. Purposive sampling was used to select these participants who were expected to have key insights to inform the study. They acted as key informants.

3.6 Data collection methods

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Data collection methods refer to the ways in which data for the study is to be collected (Creswell & Clark, 2017). Data collection was primarily based on primary data and secondary sources These are further elaborated below:

Structured interviews

Interviews involve a personal interaction between an interviewer and interviewee (Sileyew, 2019). Structured interviews were used to obtain qualitative data for the study. Structured interviews have a pre-defined structure allowing personalized interaction, promote in-depth exploration, and are

flexible and adaptable (Patel & Patel, 2019). Coupled with the nature of the research objectives, it was found imperative to use structured interviews. Structured interviews were conducted with purposively selected staff from MLHUD. These acted as key informants who were expected to provide key insights for informing the study. Interview guides (refer to appendices 3 and 4) will be used to guide this process.

Document review

A document review involves reviewing and analysing relevant documents that address a research problem (Creswell, 2014). A document review was conducted to obtain secondary qualitative data for the study. The documents reviewed included internal and external documents at MHLUD which contained information on land complaints records and associated records management practices followed within the company. The findings of these documents generated information mostly on land complaints records capture and storage which were used to corroborate those of the interview findings. The data collection instrument that was followed during this process was the document review checklist which is appended in appendix 4.

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3.7 Data quality control

Data quality control enhances the validity and reliability of research findings to draw accurate and meaningful conclusions (Creswell & Clark, 2017). To ensure data quality control, one of the steps taken was triangulation to validate the research findings. data

Validity is the extent to which the measures what it is intended to measure (Mohajan, 2017). The data was assessed for content validity to ascertain the degree to which it covers all aspects of the research topic. This was through expert reviews. On the other hand, reliability concerns the consistency and reproducibility of data (Mohajan, 2017). Clear instructions were provided to minimize errors, and standardized procedures will be provided and followed for consistency.

Data analysis procedure

Data analysis involves employing techniques to make meaningful conclusions (Patel & Patel, 2019). Five steps were followed in analysing the qualitative data. The first step was data preparation which involved transcribing audio recordings, familiarization with data through repeated reading and highlighting impressions, and organization of data using manual methods.

The second step involved coding which included assigning descriptive labels to data segments to categorize and identify patterns. Deductive coding was used by using codes based on the research objectives. The third step involved developing themes through comparisons and reflections. The fourth step involved interpreting data by drawing conclusions and weaving themes together to make sense of the data. Lastly, the findings were presented using text, tables and quotes accordingly.

Ethical considerations

A set of ethical considerations were followed to conduct responsible research as recommended by Creswell and Clark (2017). These included respecting participants' right to informed consent, anonymity and privacy. Each participant received an informed consent form to solicit their consent and educate them about the study. Their identities were kept confidential and no private information was shared. The participants were also not be manipulated, coerced or exploited and the potential risks for participation were minimized. Furthermore, transparency was maintained in research methods and findings and there was no data misrepresentation or fabrication of findings. All potential biases and secondary sources were acknowledged. Lastly, the research was conducted upon receiving clearance from the Directorate of Graduate Training and the Ethical Committee of Uganda Christian University (UCU).

Introduction

This chapter presents the study findings. The first part presents the responses and biographic information of the study participants. This is followed by the findings from the study which are presented based on the study's objectives. The chapter concludes with a discussion of the study findings.

Responses

Table 4.1 below shows the responses for the study.

Table 4.1: Responses

Category	Expected	Actual
Staff	21	21
Total	**21**	**21**

Source: Primary data (2024)

The study had a high response rate as all the targeted 21 staff were interviewed for the study. This resulted in the collection of rich data which was used to inform the study.

Biographic Information

Selected biographic information was obtained from the participants. This was to find out who they were. The information included their age group, gender, highest education level, years of work experience and position at MLHUD. The findings are presented below in two parts. The first part shows the biographic information for staff while the second part shows the biographic information for complainants.

Biographic information for staff

Age group

Participants were asked to select the age group where they belonged. The purpose was to know their age bracket. The findings are presented in table 4.2 below.

Table 4.2: Age group of the participants

Age group (years)	Frequency
20-29	4
30-39	10
40-49	6
50 and above	1
Total	**21**

Source: Primary data (2024)

Based on the findings, most of the study participants were 30-39 years of age. This was followed by those aged 40-49 years and lastly, 20-29 years, and one who was 50 and above. This implied that most participants were middle-aged. These have built their career over time and have a reasonable degree of knowledge about complaints records management at MLHUD.

Gender

Participants were asked to select their gender. The purpose was to know the ratio of males to females. The findings are presented in table 4.3 below.

Table 4.3: Gender of the participants

Gender	Frequency
Male	6
Female	15
Total	**21**

Source: Primary data (2024)

The findings showed that most participants were females compared to males. This implied that the gender composition was not balanced. However, this had no effect on the study although it confirms that most of the participants were female.

Highest education level

Participants were asked to share their highest education level. The purpose was to know whether they were literate or not. The findings are presented in table 4.4 below.

Table 4.4: Highest education level of the participants

Highest education level	Frequency
Diploma	1
Bachelor's degree	16
Master's degree	4
PhD	0
Total	**21**

Source: Primary data (2024)

The findings demonstrated that most participants had Bachelor's and Master's degrees. Only one participant had a diploma and none had a PhD. These findings implied that all the participants were literate and therefore, they were in a position to understand the questions and provide rich findings.

Years of work experience

Participants were asked to share their years of work experience at MLHUD. The purpose was to know for how long they had worked at MLHUD. The findings are presented in table 4.5 below.

Table 4.5: Years of work experience of the participants

Years of work experience	Frequency
0-3 years	5
3-6 years	5
6-9 years	2
9 years and above	9
Total	**21**

Source: Primary data (2024)

The findings demonstrated that most participants had worked at MLHUD for 9 years and above, followed by those who had worked for 3-6 years and 6-9 years. Only one had worked for 0-3 years. The findings implied that all the participants had a reasonable degree of work experience at MLHUD and therefore had the potential to provide rich contextual findings.

Position at MLHUD

Participants were asked to share their position at MLHUD. The purpose was to know which offices they represented at MLHUD. The findings are presented in table 4.6 below.

Table 4.6: Position at MLHUD

Position at MLHUD	**Frequency**
Principal Land Management Officer	1
Senior Policy Analyst	1
Records Officer	12
Senior assistant records officer	1
Records Assistant	4
Registrar of Titles	2
Total	**21**

Source: Primary data (2024)

The findings revealed that the participants were diverse and worked in different categories. These included Records Officers, Records Assistant, Registrar of Titles, Senior policy analyst and Principal Land Management Officer.

Findings

Land complaints records capture and storage at Ministry of Lands, Housing Development

The first objective of the study sought to assess the effectiveness of land complaints records management from capture to storage at MLHUD. This aimed to establish whether the capture and

storage of land complaints records at MLHUD were effective and efficient. To achieve this objective, information about the types of complaints records, capture and storage mechanisms, and the challenges faced was obtained. This is presented below.

The findings revealed that the land complaints records that were typically captured included written complaints and digital evidence. These land complaints records were recorded through various ways. Participants mentioned by scanning and manual documentation. A participant clarified that there was no system and that the records were recorded by the date the document was made, author from data received and subject. This was supported by another participant who noted that:

“Some features are computed from the complaint record and these are: the person name, date complaint was made, description of complaint, company reference number, date complaints was issued.” [119]

The findings revealed that MLHUD managed complaints records related to disagreements over land ownership or boundaries. A staff mentioned that:

"We have records on land disputes and land registry and documentation issues." [I6]

This category contributed to a significant portion of the complaints received by MLHUD according to the participants.

The findings as well as revealed that MLHUD also managed complaints records related to land titles, such as searching for titles, cancellations of titles, and land title complaints more generally. Staff mentioned searching for land titles and cancellation of titles as specific examples. Additionally, MLHUD managed complaints records of land fraud and forgery. A staff gave an example of:

"Land grabbing is one of the issues reported and it is related to land fraud and forgery."

[I10].

The example mentioned was specific and out rightly pointed to fraud as one of the complaints lodged for which complaints records were generated. Complaints records also included those related to pension payments, such as late payments. These types of complaints records were also documented and managed by MLHUD.

The findings also revealed that MLHUD handled complaints records in various formats, including paper-based records, electronic records through the National Land Information Center Complaint Management system, and potentially verbal complaints. Complaints records were used frequently by various stakeholders, including MLHUD management, technical staff, the public, law enforcement (Uganda Police), courts, and government officials. Furthermore, the age of complaint records varied significantly. While some records were kept for only a few years, others were archived for decades to comply with retention policies and for historical reference. The frequency of accessing complaint records also varied depending on departmental priorities, ongoing projects, and the volume of complaints received. It was also reported that a significant portion of complaints remained unresolved. Estimates ranged from 10% to 90% of complaints pending resolution. The table below shows the land complaints records primarily managed by MLHUD.

Table 4.7: Complaints records primarily managed by MLHUD

Land complaints records	**Purpose**
Complaints records on land ownership and boundaries	Document complaints of disputes over land ownership and boundary demarcation constitute a significant portion of complaints
Complaints records on land titles	Document complaints of issues such as title searchers, cancellations, errors, delays, and duplicates
Complaints records on land fraud	Document complaints of land grabbing and forgery
Complaints records on pension	Document complaints related to pension payments

Source: Primary data (2024)

Complaints records at MLHUD were generated or created from different processes. These included through filing a form, writing to specific departments and reporting to zonal

offices. The information captured during registration varied based on the nature of complaints. A staff shared that:

"We can get information about basic details of the complainant and subject and other times specifics such as land details and requiring fees." [I9].

The process of capturing land complaints records at MLHUD included steps such as sorting, registering, stamping, recording and taking the records to the Permanent Secretary's Office. A participant mentioned that:

"The records are recorded in the incoming register as they come." [I14]

This was supported by information from other participants who used terms such as "taken in a register book when received", "registered in the incoming mail book", and "registered in the incoming mail registry".

On the issue of storage, the findings revealed that physical land complaint records were stored in shelves, and cabinets. A participant emphasized that:

"They are stored in subject files after being worked on and kept in cabinets" [I13]

Another participant clarified that:

"Those stored in shelves are the active ones. The semi-active are boxed and also shelved" [I14]

The participants were asked if there were digital backups of the complaint land records. Most said yes, while a few mentioned that there were no digital record/backups. Those that mentioned yes said that the digital complaint land records were backed up using antivirus, and scanned and sent to the respective offices. A participant particularly said that:

"Yes. These records are scanned and stored in the computer for example in the open registry" [I17]

When probed further, the participants shared the challenges they faced in the capture and storage of land complaints records. The findings revealed that the number of complaints, coupled with their wide range of topics (land disputes, fraud, among others), makes it difficult to capture and store them efficiently. This can lead to backlogs and delays. The use of outdated technology systems further made it difficult. A staff shared that:

"Outdated technology systems can hinder data accessibility, reporting capabilities, and overall efficiency" [I1].

The findings further revealed that the use of manual record-keeping processes and the lack of a robust data management system led to misplaced documents, challenges in tracing files, and difficulty in keeping track of complaint statuses. This compromised data accuracy and integrity. On top of this, a staff disclosed that:

"There was also a challenge of absence of clear procedures for handling complaints which led to inconsistencies in record-keeping and handling processes across departments" [I2].

The findings also revealed failure to meet legal and regulatory requirements regarding data retention, privacy, and auditing can expose MLHUD to legal liabilities. It was revealed by a staff that:

"Complaints often contained sensitive information, however, inadequate procedures for ensuring confidentiality resulted in privacy breaches and a loss of trust with complainants" [I4].

Confidentiality breaches can damage trust.

The table below summarizes land complaints records capture and storage at MLHUD based on the information obtained.

Table 4.8: Land complaints records capture and storage

Process	**Description**
Land complaints records capture	
Channels	Complaints are received through various channels, including written submissions, forms, and direct reporting to zonal offices
Information captured	Basic complainant details, complaint subject, and specific land details are typically recorded. However, inconsistencies in information captured exist.
Process	Complainants undergo sorting, registration, stamping, and recording beforebeing

	forwarded to the Permanent Secretary's office
Land complaints records storage	

Formats	Complaints records are maintained in both paper and electronic formats.
Physical Storage	Paper records are stored in shelves and cabinets, with some categorization based on subject matter. However, there is a lack of standardized storage practices.
Digital storage	Digital backups exist for some records, but security measures are inadequate. Antivirus software is used, but comprehensive data protection measures are absent.

Source: Primary data (2024)

The findings reveal a significant gap in the effective management of land complaints records at MLHUD. The manual, paper-based system is inefficient, prone to errors, and lacks the capacity to handle the volume and complexity of complaints. The absence of a robust data management system compromises data integrity and accessibility. Furthermore, inadequate staff training and a lack of standardized procedures contribute to overall inefficiency. To enhance land complaints management, MLHUD must invest in a comprehensive digital system, provide adequate staff training, and develop clear procedures for handling complaints. Strengthening measures is crucial to protect sensitive information. Addressing these issues will improve efficiency, transparency, and public trust in the land administration process.

58 data security

In the document review, it was discovered that land complaints records were captured in the incoming register book (Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31; Rectification of tile for freehold register volume MA549 folio 4 land at Wantenbo Booma; Land complaint record

in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on alleged criminal trespasses and malicious damage of property comprised in LRV 3542 folio 05 plot 8 martin road, solicitor general). The document review further revealed that land complaints records were taken in the incoming register by the date the document was entered, author, subject and date received (Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV

766/3 plot 22-31). In the land complaint record on the cancellation of title at Bulambuli, it was revealed that some of the land complaints records were received from the commissioner of land registration and entered in the incoming register book. This was generally the process followed for all records at MLHUD as revealed by the land complaint record on alleged criminal trespasses and malicious damage of property comprised in LRV 3542 folio 05 plot 8 martin road, solicitor general. The document review also confirmed what the participants had shared that land complaints records included written complaints [Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31; Land complaint record in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on the cancellation of title at Bulambuli; Land complaint record on alleged criminal trespasses and malicious damage of property comprised in LRV 3542 folio 05 plot 8 martin road, solicitor general; Land complaint record on illegal and fraudulent registration of land in Buseruka sub-county)).

In the document titled Land Records & Registration in Uganda (1908-2016) by MLHUD and Competitiveness & Enterprise Development Project (CEDP), some of the land complaints records documented include records on fraudulent activities. An example is shared where the certificate of registration includes a small parcel of land compared to the actual size. Land complaints records have also increased over the years in the midst of less storage facilities which has impacted service delivery and threatened the integrity of the records.

The findings indicate a significant gap in the management of land complaints records at MLHUD. The reliance on a primarily manual and paper-based system is inefficient and prone to errors. The lack of a centralized, digital system hinders data accessibility, analysis, and reporting. The manual system is time-consuming and error-prone, leading to delays in processing complaints. The lack of a robust data management system compromises data accuracy and completeness. Inadequate data security measures expose sensitive information to potential breaches. The reliance on paper records limits access to information and hinders analysis. The current system may not meet legal and regulatory requirements for data retention and privacy.

Land complaints records retrieval at Development the Ministry of Lands, Housing and Urban

The second objective of the study was to evaluate land complaints records management retrieval processes at the MLHUD. The aim was to determine how efficient retrieval of land complaints records was at MLHUD. Participants were asked to share information on how land complaints records were searched for and retrieved for, the challenges faced in retrieving land complaints records, how long it took to retrieve a land complaint record and their experience with the current retrieval system.

The findings revealed that complaint records were used by various stakeholders within and beyond MLHUD, including management, technical staff, the public, law enforcement, and government officials. A staff however disclosed that:

"Obtaining permission from management may be required to access complaint records."

[I1].

This showed that authorization was required to access land complaint records. The participants further shared how they searched for and retrieved land complaints records. The steps included going to responsible offices, coming to the registry and checking in the incoming register, and using finding tools like file index and register's index. One of the participants specifically mentioned that:

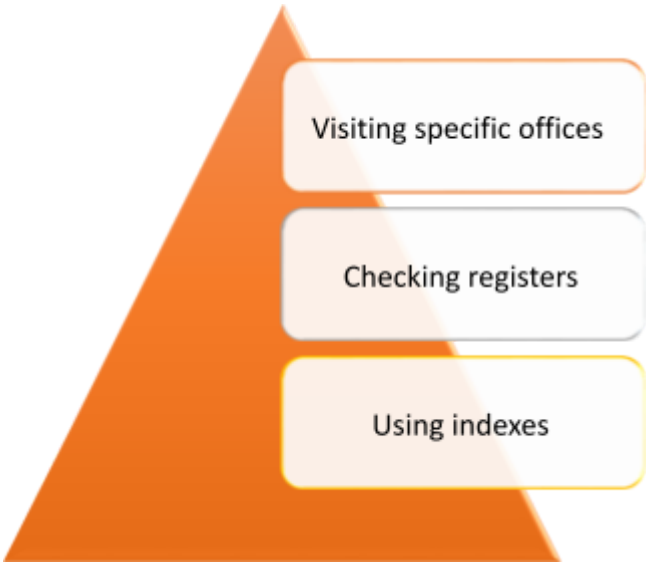
"Users go to the respective offices so as to search for and retrieve land complaint records." [I13]

Another participant added on that:

"Users make follow ups starting from registry to open register then to other respective offices so as to search for and retrieve their land complaints." [I20]

The above findings confirmed that authorization was needed before accessing land complaints records. The figure below illustrates the process for locating and retrieving land complaints records at MLHUD.

Figure 4.1: Land complaints records retrieval processes



Source: Primary data (2024)

Unfortunately, the participants mentioned that accessing permission was a challenge. The participants also said the process was tedious. According to one of the participants:

"…time consuming in checking the register book, sometimes they were not recorded, sometimes dates vary." [I12]

This affected the retrieval of land complaints records as action officers took long to retrieve the documents. Another participant shared that:

"Difficulty in knowing the real owner of the land, accidental deletion of the records, high cost of storage space for the complaint records." [I14]

According to the above participant, retrieval of land complaints records was affected when the records were not authentic or did not exist due to accidental deletion. Other challenges that affected the retrieval of land complaints records included language barrier, excessive pressure from users, and having to find records from past years. When asked how long it typically took to retrieve a land complaints record, the participants provided different answers. These included 4-8 months; 1 hour; 2-3 minutes; 3-5 minutes; a month or more; weeks or a month; a year, weeks, months or decades; and day, week or months. A participant clarified that it depended on the type of records and the speed of the action officers. The table below illustrates the factors that impede efficient land complaints records retrieval at MLHUD.

Table 4.9: Factors that impede efficient land complaints records retrieval

Factor	Effect
Authorization requirements	Results in bottlenecks and delays
Complex procedures	Time consuming and prone to errors
Human error	Accidental deletion of records and incorrect recording practices
Language barrier	Retrieval difficulties
Unfriendly retrieval systems	Exacerbate retrieval challenges

Source: Primary data (2024)

Lastly, the participants were asked whether the current retrieval system was user-friendly and efficient. Some said it was fair and only one said it was user-friendly. Most said it was not user- friendly. According to one participant:

"Not user friendly and efficient because it is time wasting and it can lead to documents misplacement." [I21]

Its inefficiency can be supported by the above challenges earlier mentioned on retrieval of land complaints records at MLHUD. The inefficient retrieval of land complaints records has several negative consequences. Difficulty in accessing relevant information hinders timely decision- making and problem-solving. Limited access to records can undermine public trust and accountability. Inefficient processes result in wasted time and resources. Delayed or inaccurate retrieval of records can lead to legal and operational challenges. Therefore, it ought to be resolved.

In the document review, it was discovered that land complaints records were searched from the register book (Rectification of tile for freehold register volume MA549 folio 4 land at Wantenbo Booma; Land complaint record in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on the cancellation of title at Bulambuli).

The findings indicate a significant challenge in retrieving land complaints records

of Lands, Housing, and Urban Development (MLHUD). The current system is characterized by inefficiency, complexity, and limited accessibility. The requirement for managerial approval to access records creates unnecessary bottlenecks and delays. The multi-step process involving

multiple offices and manual searches is time-consuming and error-prone. Accidental deletion of records and inconsistent recording practices hinder accurate retrieval. The absence of a standardized retrieval system exacerbates the challenges. The retrieval process is often lengthy, ranging from minutes to months or even years, impacting efficiency. These issues collectively result in significant negative impacts, including: delayed decision-making due to inaccessible information, erosion of public trust due to inefficient and opaque processes, waste of time and resources on cumbersome retrieval procedures, and potential legal and operational risks arising from inaccurate or delayed access to records. Overall, the findings highlight the urgent need for a more efficient and accessible system for retrieving land complaints records at MLHUD.

Land complaints records disposal and preservation at and Urban Development

the Ministry of Lands, Housing

The third objective of the study was to analyse the land complaints records management disposal and preservation system at MLHUD. The objective aimed at establishing the effectiveness of land complaints records disposal and preservation at MLHUD. Participants were asked about the established procedures for disposing outdated records, criteria for determining when a land complaint record can be disposed of, how land complaints records are preserved, and concerns about the long-term accessibility and integrity of land complaints records. The findings are presented below.

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the procedures laid

The findings revealed that MLHUD followed

Service and the National Records and Archives Act 2001 to dispose of its land complaints records. However, in particular, it did not have a customized disposal plan tailored to its needs and expectations. A participant also revealed that:

"Most records are kept in a semi-active manner. We do not have a disposal plan". [I12]
The finding revealed that since most land complaints records were semi-active, they did not go for disposal. It was further discovered that there was no criteria to determine when a land complaint record could be disposed of. However participants highlighted that:

"Disposal happens when the owners take long without making a follow up." [I13]

"When the files finishes 10yrs when no document has been added on it; when the folio number reaches 0; and when the project has been closed." [I14]

"In case it has vague issues or if the owners are not complaining." [I18] "In case the owner dies or if there is no proper follow up."[I19]

"In case the owner fails to make a follow up; dies; or does not follow rules and regulations at MLHUD." [I20]

"In case weeding is done or upon resolution, withdrawal, lack of evidence and duplication." [I21]

As per the above findings, several instances resulted in the disposal of land complaints records at MLHUD. However, some land complaints records were preserved for future reference or legal purposes. Participants mentioned that they were preserved through physical archiving, digitization, documentation and filing systems. Unfortunately, there were concerns about the long-term accessibility and integrity of land complaints records. It was mentioned that:

"Yes, there are concerns because they are not properly stored. It is hard to access them when they are needed, it takes a long time and a times they are not found." [I2]

Another participant mentioned that:

"Yes. Physical records maybe stored in inadequate conditions, deteriorate overtime, be intentionally altered or destroyed." [I13]

These findings showed that the storage conditions had an influence on the long-term accessibility and integrity of land complaints records. The table below illustrates the key concerns identified related to the disposal and preservation of land complaints records at MLHUD.

Table 4.10: Key concerns on disposal and preservation of land complaints records

Concern	Effect
Absence of a customized disposal plan	No specific disposal plan tailored to the unique characteristics of land complaints records at MLHUD

Inadequate storage conditions	Poses risks of intentional alteration and deterioration threatening the long-term value of land complaints records

Source: Primary data (2024)

As seen above the disposal and preservation of land complaints records at MLHUD is not very efficient and therefore, needs to be strengthened.

In the document review, it was confirmed that records disposal timelines followed the records retention schedule (Land complaint record on cancellation and removal of land comprised in FRV 453 plot 22-38 and LRV 766/3 plot 22-31; Rectification of tile for freehold register volume MA549 folio 4 land at Wantenbo Booma; Land complaint record in respect of Kakira Police (RB 163/2019) in Uganda vs Lumarra Richard; Land complaint record on the cancellation of title at Bulambuli).

The findings indicate a lack of effective disposal and preservation practices for land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). MLHUD lacks a specific plan tailored to the unique characteristics of land complaints records, leading to inconsistencies in disposal criteria. The criteria for determining when to dispose of records are unclear and often based on subjective factors like lack of follow-up or vague issues. Physical storage conditions are inadequate, posing risks of damage, loss, and unauthorized access to records. Limited digitization efforts hinder long-term accessibility and preservation. These issues have several negative consequences: loss of valuable information due to improper disposal, increased risk of legal and administrative challenges due to missing records, inefficient use of storage space due to accumulation of unnecessary records, and difficulty in accessing historical data for research, analysis, or accountability purposes. Overall, the current disposal and preservation practices at MLHUD are inadequate and pose significant risks to the long-term value and accessibility of land complaints records.

Security measures for land complaints records at Ministry of Lands, Housing and Urban Development

The fourth objective of the study aimed to explore the security measures of land complaints records at MLHUD. Existing security in place to keep land complaints records at MLHUD. Participants were asked to share the security measures in place to protect land complaints records from unauthorized access, how the access to land complaints records is controlled, if there are procedures for auditing user activity and tracking modifications to land complaint records, and if there have been any instances of security breaches or unauthorized access to land complaints records. The findings are presented below.

The participants disclosed that there were a few security measures in place to protect land complaints records from unauthorized access apart from the registry staff restricting access to the registry. A participant also shared that:

"Physical records are stored in secure facilities with access control, access is granted based on user roles with varying levels of permission." [I21]

The above showed that land complaints records were being protected by limiting access. It was however shared that there were no user passwords or other online authentication measures as the land complaints records were managed manually. Therefore, the registry staff controlled their access. The findings also revealed that auditing user activity and tracking modifications to land complaints records was followed by:

"…recording all user activities and naming of documents on the file using reg, no." [I19] This also provided a track trail for the land complaints records. It was however disclosed that there has ever been a security breach or unauthorized access to land complaints records at MLHUD. It was reported that:

"Yes, there was a security breach at Bukalasa MZO land office where unauthorized access to physical records land documents took place." [I3]

The above finding demonstrated the risk of security breaches and the vulnerability of land complaints records to them due to limited security measures. The table below illustrates the key findings under security measures for land complaints records at MLHUD.

Table 4.11: Security measures for land complaints records

Key findings	Description
Limited physical security	While physical records are stored in secure facilities with access control, the level of security is unclear and may not be sufficient to prevent unauthorized access.
Lack of digital security	The absence of user passwords, online authentication, and other digital security measures exposes electronic records to a high risk of unauthorized access and modification.
Manual record-keeping	Reliance on manual record-keeping and paper- based systems increases the vulnerability of records to loss, damage, and unauthorized access.
Evidence of security breaches	The reported security breach at Bukalasa MZO land office highlights the real and present danger of unauthorized access to land complaints records.

Source: Primary data (2024)

The security measures in place to protect land complaints records at MLHUD are inadequate and pose significant risks to the confidentiality, integrity, and availability of the records. Lastly, the participants were asked for suggestions for improving the management of land complaints records at MLHUD. They provided numerous suggestions which are presented below.

Participants commended the development and implementation of standardized protocols for complaint intake, processing, and resolution can ensure consistency across departments and improve efficiency. The utilisation of a centralized complaint management system and establishment of clear guidelines were particularly mentioned. A participant shared that:

"A centralized complaint management system can streamline the entire process, from intake to resolution" [I1].

This system should be user-friendly and accessible to both staff and the public. Another partcipant shared that:

"Establishing clear guidelines for record management, including retention and disposal policies, will ensure proper handling of complaint records" [I5].

It was also recommended that the utilization of automation tools for tasks like notifications, routing, and status updates to expedite complaint handling and improve efficiency should be adopted. This was coupled with digitizing complaint records and enabling online submission can improve accessibility and reduce reliance on paper-based systems. A participant noted that:

"Investing in modern technology infrastructure will enhance data accessibility, reporting capabilities, and overall system performance" [I1].

Enhancing call center operations and web-based communication channels can also provide more accessible avenues for citizens to lodge complaints.

It was further recommended that staff should be provided with training on complaint handling procedures, data management, legal requirements, and communication skills is crucial for effective complaint management. Increasing staffing levels can also help address backlogs and improve response times. A participant reported that:

"Consider establishing a dedicated unit to handle complaints, ensuring expertise and focus on this critical function" [I11].

Stakeholder engagement and clear communication were encouraged by participants. One participant disclosed that:

"Actively seeking feedback from citizens and stakeholders on their experiences with the complaint process can help identify areas for improvement and enhance public trust" [I6].

Keeping complainants informed throughout the process with clear communication on the status and next steps can also improve transparency and manage expectations.

Other recommendations included putting strict laws on those who abuse land complaints records, digitization of land complaints records, setting up disposal schedules for land complaints records, employing more records personnel to improve management of land complaints records, training staff in land complaints records management, purchase more computers and other relevant

equipment for improving land complaints records management, and motivate staff who ensure that land complaints records are effectively managed by recognizing them in end of year parties and providing them with allowances such as transport.

The findings reveal a significant gap in security measures for protecting land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). While physical records are stored in secure facilities, the level of security is unclear and potentially insufficient to prevent unauthorized access and the absence of user authentication, passwords, and other digital safeguards exposes electronic records to a high risk of unauthorized access and modification. Reliance on paper-based systems increases the vulnerability of records to loss, damage, and unauthorized access. The reported security breach highlights the real and present danger posed to land complaints records. Overall, the current security measures are inadequate to protect the confidentiality, integrity, and availability of land complaints records.

Discussion

The study's findings corroborate the literature on record capture and storage. As highlighted by Touray (2021), Aramide et al. (2023), and others, manual record capture systems, while providing a basic level of accountability, are prone to errors, inefficiencies, and loss. The transition to automated tracking systems, as advocated by Aramide et al. (2023), offers significant advantages in terms of efficiency, accuracy, and accountability. Furthermore, the identified issues of data security and privacy align with broader concerns about the protection of sensitive land information. The absence of such measures at MLHUD represents a significant gap in the ministry's compliance with data protection standards. The study's findings also corroborate the literature on the role of technology in improving land administration. The absence of a comprehensive digital system at MLHUD is therefore a missed opportunity to leverage technology for better land governance. Effective land records management necessitates not only efficient capture but also secure and accessible storage. As noted by Franks (2018), Malake and Phiri (2020), and others, appropriate storage conditions and mechanisms are crucial for preserving record integrity. While traditional storage methods involving physical files and cabinets have their limitations, the adoption of digital storage solutions, as emphasized by Cox and Tam (2018), offers enhanced security, accessibility, and efficiency.

a29n with existing literature that underscores the challenges associated with record management in public sector organizations, particularly in developing countries. The reliance on paper-based records and manual processes, as evident in this research, is a common challenge that hinders effective service delivery. The difficulties encountered in retrieving land complaints records at MLHUD are symptomatic of broader record management issues in public institutions. The findings of this study highlight the gap between this ideal and the reality on the ground. Traditional paper-based record retrieval systems, as described by Luyombya and Ndagire (2020) and Touray (2021), are time-consuming, error-prone, and susceptible to damage. The challenges associated with locating specific records, coupled with the limitations of manual search capabilities, significantly impact service delivery. The transition to electronic record-keeping systems offers a potential solution to these challenges. As discussed by Franks (2018), database management systems (DBMS) and search platforms like Apache Solr (Dutta and Mukhopadhyay, 2022; Oyefolahan et al., 2018) can significantly enhance record retrieval efficiency and accuracy. While electronic systems offer numerous advantages, their successful implementation requires investment in technology, staff training, and robust data management strategies. The specific context of land administration, with its complex and often contentious nature, exacerbates the challenges of record management. The efficient retrieval of land complaints records is crucial for ensuring justice, transparency, and public confidence in the land administration system.

The findings of this study align with broader literature on the challenges of records management in public sector organizations. The absence of a tailored disposal plan for land complaints records at MLHUD is consistent with research highlighting the difficulties in developing effective records lifecycle management strategies. Moreover, the issues of inadequate storage conditions and concerns about long-term accessibility and integrity echo findings from other research on records management. The challenges faced by MLHUD in this regard are indicative of a broader problem in public sector recordkeeping. Effective land records management is essential for ensuring accountability, transparency, and the protection of land rights. Land records serve as crucial historical and legal documents, as noted by Otobo & Alegbeleye (2021). Their preservation is vital for safeguarding individual rights and supporting research and development. However, managing large volumes of records presents significant challenges, including storage limitations and the risk

of information loss. Determining appropriate record retention periods is a complex task. As highlighted by Saffady (2021), Otobo & Alegbeleye (2021), and Luyombya & Ndagire (2020), balancing the need to preserve valuable information with the requirement to manage storage costs is crucial. The shift to digital formats introduces new preservation challenges, such as ensuring long-term accessibility and authenticity, as discussed by Dutta and Mukhopadhyay (2022). The findings of this study underscore the need for improved recordkeeping practices at MLHUD. By addressing the identified issues related to disposal planning, storage conditions, and digital preservation, the ministry can enhance its capacity to manage land-related disputes, protect land rights, and support informed decision-making.

The findings of this study underscore the critical vulnerabilities in the security of land complaints records at MLHUD. The absence of robust physical and digital security measures is particularly alarming, as it exposes sensitive information to a high risk of unauthorized access, modification, or loss. These findings align with broader research on information security in public sector organizations, which has consistently highlighted the challenges of protecting sensitive data. The reliance on manual record-keeping practices further exacerbates the security risks. While the registry staff may have exercised due diligence in controlling access, the absence of technological safeguards leaves the records vulnerable to a range of threats, including human error, natural disasters, and malicious attacks. The occurrence of a security breach at the Bukalasa MZO land office serves as a stark reminder of the real and present dangers faced by land records. To safeguard physical land records, a comprehensive security approach is necessary. As highlighted by Franks (2018), Aramide et al. (2020), and Saffady (2021), secure storage facilities, restricted access, detailed record movement logs, and disaster recovery plans are essential. Protecting electronic land records requires a robust technological infrastructure. Encrypting sensitive data, implementing strong user authentication, maintaining detailed audit logs, and regularly backing up data are crucial measures to mitigate cyber threats, as emphasized by Aramide et al. (2020) and Saffady

(2021). The security of land complaints records is paramount for protecting land rights and public

trust. Weak security measures can undermine administration system and

create opportunities for fraud and corruption. By investing in robust security infrastructure and implementing effective safeguards, MLHUD can enhance the protection of land rights and

strengthen public confidence in the land administration process. The framework below is proposed to improve land complaints records management at MLHUD based on the study findings.

Framework for improving land complaints records management at MLHUD

Overview

The proposed framework aims to address the identified shortcomings in land complaints records management at the Ministry of Lands, Housing, and Urban Development (MLHUD). It focuses on improving capture, storage, retrieval, disposal, preservation, and security of these records.

4.6.2 Key components

Policy and regulatory framework:

Develop a comprehensive land complaints records management policy outlining procedures, responsibilities, and standards.

Align the policy with existing legal frameworks, such as the National Records and Archives Act, 2001.

Establish clear guidelines for record classification, retention, disposal, and security.

Digital transformation:

Implement a robust, centralized land complaints management system to digitize all records.

Develop user-friendly interfaces for both internal staff and external stakeholders.

Ensure data security through encryption, access controls, and regular backups.

Integrate the system with other relevant government systems for data sharing and interoperability.

Human capacity building:

Conduct comprehensive training for staff on record management principles, digital system usage, and security protocols.

Establish a dedicated records management unit within MLHUD to provide expertise and oversight.

Security and compliance:

Implement strict physical and digital security measures to protect records from unauthorized access, modification, or destruction.

Conduct regular security audits and vulnerability assessments.

Ensure compliance with data protection regulations and privacy laws.

Disposal and preservation:

Develop clear criteria for record disposal based on legal requirements and administrative needs.

Implement proper record preservation techniques, including digitization and archival storage.

Monitoring and evaluation:

Establish a monitoring and evaluation framework to assess the effectiveness of the new system.

Collect data on key performance indicators, such as record retrieval time, error rates, and user satisfaction.

Conduct regular reviews and make necessary adjustments to the system.

4.6.3 Implementation phases

Planning and design:

Conduct a thorough assessment of the current system and identify gaps.

Develop a detailed implementation plan, including timelines, responsibilities, and budget.

Obtain necessary approvals and resources.

System development and deployment:

Develop and configure the land complaints management system.

Conduct pilot testing identify and address any issues.

Deploy the system to all relevant departments.

Staff training and capacity building:

Develop and deliver training programs for staff at all levels.

Provide ongoing support and mentorship.

Data migration:

Migrate existing paper records to the digital system.

Ensure data accuracy and completeness during the migration process.

System operation and maintenance:

Establish procedures for system operation and maintenance.

Provide ongoing technical support and troubleshooting.

Monitoring and evaluation:

Implement key performance indicators and data collection mechanisms.

Conduct regular performance reviews and make necessary adjustments.

4.6.4 Expected outcomes

Improved efficiency in land complaints records management.

Enhanced accessibility and retrieval of land complaints records.

Strengthened security and protection of sensitive information.

Increased public trust and satisfaction.

Compliance with legal and regulatory requirements.

Better decision-making based on accurate and timely information.

The figure below is an illustration of the proposed framework.

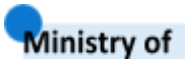
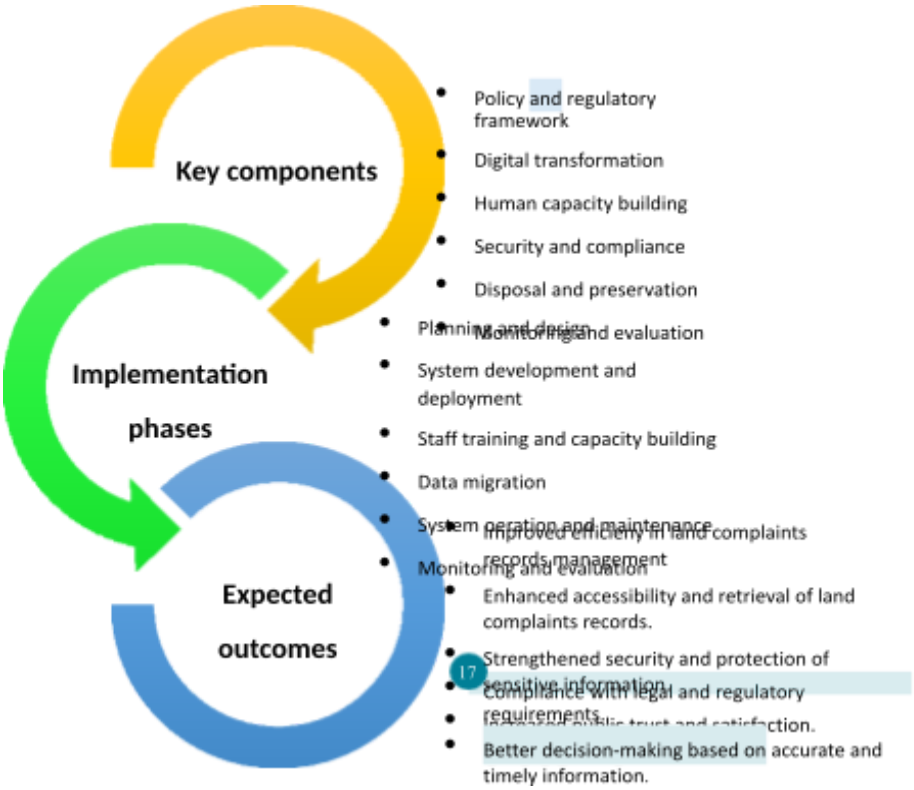


Figure 4.2: Proposed framework for improving land complaints records at **Lands, Housing and Urban Development**



By following this framework, MLHUD can significantly enhance its land complaints records management capabilities and contribute to improved land administration services.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This study aimed to assess the efficiency and effectiveness of land complaints records management at MLHUD, and to propose a framework for its improvement. The objectives of the study were to:

assess the effectiveness of land complaints records management from capture to storage at Ministry of Lands, Housing and Urban Development in Uganda, evaluate land complaints records management retrieval processes at the Ministry of Lands, Housing and Urban Development in Uganda, analyse the land complaints records management disposal and preservation system at the Ministry of Lands, Housing and Urban Development in Uganda, and explore the security measures of land complaints records management at the Ministry of Lands, Housing and Urban Development in Uganda. The study used a qualitative research approach and a document review retrospective research design. The study population included 21 staff from MLHUD. The data collection methods included structured interviews and a document review. This section provides a summary of the findings, conclusion, recommendations and areas for further research.

Summary of the findings

Land complaints records capture and storage at Ministry of Lands, Housing and Urban Development

The study revealed significant shortcomings in the management of land complaints records at the Ministry of Lands, Housing, and Urban Development (MLHUD). The current system, heavily reliant on manual processes and paper-based records, is inefficient, prone to errors, and struggles to cope with the volume and complexity of complaints. A lack of standardized procedures, coupled with outdated technology, further exacerbates these issues. Consequently, data integrity is compromised, accessibility is limited, and the risk of

security breaches is elevated. These deficiencies collectively hinder the ministry's ability to effectively address land complaints, leading to delays, public dissatisfaction, and potential legal liabilities. A comprehensive overhaul of the record management system, incorporating robust digital solutions and enhanced data

security measures, is imperative to improve efficiency, transparency, and accountability in land administration.

Land complaints records retrieval at Ministry of Lands, Housing and Urban Development (MLHUD) is characterized by significant inefficiencies. The process is complex, time-consuming, and hindered by multiple barriers. Authorization requirements, manual search processes, and human errors contribute to delays in accessing critical information. The current system lacks standardization and is not user-friendly, leading to frustration among users and potential loss of documents. These challenges collectively impact the overall efficiency of the ministry, hindering timely decision-making and undermining public trust. In essence, the retrieval of land complaints records at MLHUD is a time-consuming and often frustrating process that hampers effective land administration.

The retrieval of land complaints records at the Ministry of Lands, Housing, and Urban

Land complaints records disposal and preservation at Urban Development

Ministry of Lands, Housing and

The management of land complaints records disposal and preservation at the Ministry of Lands, Housing, and Urban Development (MLHUD) is characterized by significant deficiencies. The absence of a tailored disposal plan, coupled with inconsistent record retention criteria, undermines effective record management. Furthermore, inadequate storage conditions and limited digitization efforts pose substantial risks to the long-term accessibility and integrity of these records. These challenges collectively impact the ministry's ability to manage land-related matters efficiently and effectively. In essence, MLHUD lacks a robust system for ensuring the appropriate disposal and preservation of land complaints records, which has far-reaching implications for the overall management of land administration.

Ministry of Lands, Housing and

Security measures for land complaints records at

Urban Development

The findings of the study on security measures for land complaints records at MLHUD reveal a concerning lack of robust safeguards to protect sensitive information. Physical security measures,

while present, are insufficient, and the absence of digital security controls exposes electronic records to significant risks. The manual nature of record-keeping further exacerbates vulnerabilities. Evidence of a security breach underscores the urgent need for improved protection measures. Overall, the current state of security for land complaints records at MLHUD is inadequate and leaves the ministry exposed to potential breaches, data loss, and compromised public trust.

Conclusion

Ministry of Lands, Housing and Urban Development

Land complaints records at

The findings of this study underscore the critical need for a comprehensive overhaul of land complaints records management at MLHUD. The current system, characterized by manual processes, paper-based storage, and inadequate digital infrastructure, is fundamentally flawed and

unable to meet the demands of effective land administration. The consequences of these

deficiencies are far-reaching, impacting service delivery, public trust, and the overall efficiency of the land sector.

Ministry of Lands, Housing and Urban

Land complaints records retrieval processes at

Development

The findings of this study unequivocally demonstrate that the current system for retrieving land complaints records at MLHUD is fundamentally flawed. The complex, time-consuming, and error- prone nature of the retrieval process severely hampers the efficiency and effectiveness of the ministry's operations. The inability to swiftly and accurately access vital information undermines decision-making, fosters public dissatisfaction, and creates potential legal and operational risks. Urgent interventions are necessary to address these critical shortcomings and establish a robust, efficient, and accessible system for retrieving land complaints records. Without a substantial overhaul of the retrieval process, MLHUD will continue to face significant challenges in fulfilling its mandate of effective land administration.

Land complaints records disposal and preservation at Ministry of Lands, Housing and Urban Development

The findings of this study underscore the critical deficiencies in the disposal and preservation of land complaints records at MLHUD. The absence of a tailored disposal plan, coupled with inadequate storage conditions, poses significant risks to the long-term value and accessibility of these records. These shortcomings have far-reaching implications for the effective management of land administration, hindering decision-making, accountability, and transparency. Urgent interventions are required to address these issues and ensure the proper stewardship of land complaints records. Without a comprehensive overhaul of disposal and preservation practices, MLHUD will continue to face challenges in safeguarding the historical record and meeting the demands of effective land governance.

Security measures for land complaints records at Ministry of Lands, Housing and Urban Development

The findings of this study underscore the critical vulnerability of land complaints records to security breaches at MLHUD. The absence of robust physical and digital security measures, coupled with the reliance on manual record-keeping, creates a high-risk environment for sensitive information. The occurrence of a security breach further emphasizes the urgent need for comprehensive security measures. Without significant improvements in security protocols, MLHUD remains exposed to the potential loss, misuse, or unauthorized access of land complaints records, with severe implications for public trust, land administration, and the rule of law.

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5.4 Recommendations

Based on the study findings, the following recommendations are provided: must

The managerial staff at Ministry of Lands, Housing and Urban Development

prioritize the implementation of a modern, digital system that supports efficient record-keeping, data security, and accessibility. By investing in such a system and accompanying

procedural reforms, the ministry can significantly enhance its capacity to resolve land disputes, protect land rights, and promote sustainable land governance.

The managerial staff at should Ministry of Lands, Housing and Urban Development collaborate with the Human Resource Department to provide comprehensive training to staff on the new digital system, retrieval procedures, and data management best practices. This will improve efficiency and accuracy in record retrieval. The managerial team should also brainstorm on measures to reduce authorization barriers, enhance data quality control, as well as conduct periodic evaluations of the land complaints records retrieval processes. Minimizing bureaucratic hurdles will facilitate timely access to information. Establishing robust data quality control mechanisms will ensure the accuracy, completeness, and consistency of land complaints records. Conducting periodic evaluations of the land complaints records retrieval system will ensure the system remains responsive to evolving needs.

The Records Office at the Ministry of Lands, Housing and Urban Development should develop a customized disposal plan. This will provide a clear criteria for record retention periods and disposal methods. The Records Office should also implement standardized recordkeeping practices to ensure consistency and accuracy in documenting land complaints. This includes proper labeling, indexing, and storage of records.

The managerial staff of Ministry of Lands, Housing and Urban Development should strengthen physical security by implementing robust physical security measures, including access controls, surveillance systems, and fire protection systems, to safeguard physical records. Investment in digital security should also be implemented. This will result in the development and implementation of a comprehensive digital security infrastructure, including strong authentication mechanisms, encryption, and data backup systems to protect electronic records. Lastly, regular security awareness campaigns to educate staff data security and their role in protecting sensitive information.

about the importance of

for further research

5.5 Areas

The following areas are recommended for further research:

The correlation between data accuracy and successful complaint resolution at MLHUD. This could involve analyzing a sample of complaint records with data quality issues and their corresponding resolution outcomes.

The impact of improved communication on complaint resolution times and satisfaction levels among complainants in government entities in Uganda.

An analysis of the potential legal risks associated with current complaint records management practices in lands agencies in Uganda.

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EXTERNAL EXAMINATION REPORT FOR THE DISSERTATION FOR: EVA NAJJUKA REG NO J23M62/010 ACCESS NO. A99247 FOR THE AWARD OF THE MASTER OF LIBRARY AND INFORMATION STUDIES' FROM UGANDA CHRISTIAN UNIVERSITY, MUKONO

NAME OF CANDIDATE: EVA NAJJUKA REG NO J23M62/010 ACCESS NO. A99247

TITLE: ***ASSESSING THE EFFICIENCY AND EFFECTIVENESS OF LAND COMPLAINTS RECORDS MANAGEMENT AT THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT (MLHUD)***

No	Assessment Areas	Comments	Marks
1	**Overall structure and presentation**	Well written dissertation with logical flow of communication and written in academic language. The abstract flows well and the entire dissertation is well formatted with the fonts, font sizes, line spacing, headings, grammars properly and scientifically written.	

2	**Chapter 1: Introduction**	This is well written with clear statement of the problem based on current evidence.	
3	**Chapter 2: Literature Review**	Relevant literatur e reviewed and satisfactorily referenced. Current literature used	
4	**Chapter 3: Methodology**	The candidate deployed an acceptable methodology for the study. However, the following needs to be attended to: 1. As you might be aware, numbers of the respondents are not an issue in	

		qualitative research. It's the level of saturation which is important during data collection. So, the use of 21 should be justified. Could use the justification of Creswell in which he recommends use of 20-30 respondents in qualitative study 2. Secondly, justify the choices made in your methodology. For instance,	

		why did you choose this: on pages 21-22?: *The second step involved coding which included assigning descriptive labels to data segments to categorize and identify patterns.*	
5	**Chapter 4: Presentation and Analysis of Data**	The presentation and data analysis are acceptable. Correctly handled	
6	**Chapter 5: Discussion of Results**	The discussions were well executed with clear reference to the findings and literature.	

7	**Chapter 6: Conclusions and Recommendations**	The recommendations well-presented and aligned with the responsible implementers.	
8	**References and appendices**	Acceptable. I am impressed with the use of relevant Journal articles	

Recommendation: Requires minor corrections after which a Master's degree of Library and Information Studies can be awarded,

VIVA COMMENTS

1. **Najjuka Eva (J23M62/010)**

Assessing the efficiency and effectiveness of land complaints records management at the Ministry of Lands Housing and Urban Development.

Candidate presented 8 works.

Candidate needs

- Integration of theoretical framework into the findings (Needs to prove to have done)
- The title should be revised to: efficiency and effectiveness management of land complaints records at the Ministry of Lands Housing and Urban Development, Uganda
- Revise objectives (to identify, examine, challenges, suggest)
- Define terms (efficiency and effectiveness) in your definition of terms (operationally)
- Have the work presented in a conference and generate an article.

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Dissertation correction compliance report by the candidate (POST VIVA FORM)

Date: 4th March, 2025.

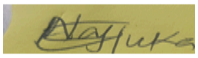
Name of Candidate: NAJJUKA EVA Reg. No: J23M62/010

Title of Dissertation: EFFICIENT AND EFFECTIVE MANAGEMENT OF LAND COMPLAINTS RECORDS AT MINISTRY OF LANDS HOUSING AND URBAN DEVELOPMENT, UGANDA.

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	As you might be aware, numbers of the respondents are not an issue in qualitative research. It's the level of saturation which is important during data collection. So, the use of 21 should be justified. Could use the justification of Creswell in which he recommends use of 20-30 respondents in qualitative study	The justification for 21 people has been included as suggested	Page 20
2	Justify your choices in the methodology	Choices have been justified in the methodology	Page 19-22

SN	COMMENTS BY VIVA VOCE PANEL	ACTION TAKEN	INDICATOR
1	Integration of theoretical framework into the findings (Needs to prove to have done)	This has been done in the discussion section.	43-48
2	The title should be revised to: efficiency and effectiveness management of land complaints records at the Ministry of Lands Housing and Urban Development, Uganda	The title has been revised to: efficient and effective management of land complaints records at the Ministry of Lands Housing and Urban Development, Uganda	Title page
3	Revise objectives (to identify, examine, challenges, suggest)	The objectives and research questions have been revised accordingly	3-4
4	Define terms (efficiency and effectiveness) in your definition of terms (operationally)	Efficiency and effectiveness have been defined operationally	6
5	Have the work presented in a	An article has been generated	

	conference and generate an article.		

NAJJUKA EVA  MR SSEKITO FRANCIS 

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