

PROJECT ABSTRACT

Master of Arts in Leadership

Adventist University of Africa

School of Postgraduate Studies

TITLE: STRATEGIES TO DEVELOP COMPETENCIES OF CHURCH CLERKS FOR EFFECTIVE SERVICE DELIVERY IN SORI STATION LAKE VICTORIA FIELD OF THE SEVENTH-DAY ADVENTIST CHURCH, WEST KENYA

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Church clerks play a very vital role in the Seventh-day Adventist Church organization. In their service delivery, they face various challenges such as catching up with technological improvement among others. Due to lack of knowledge, skills, abilities, training and the challenge of replacing the church clerks every year, it is hectic for the Field to have correct statistics, accurate and timely reports at our church level.

Having scrutinized the challenges facing the service delivery of the church clerks of Sori Station in Lake Victoria Field, this study targeted strategies which can be used to develop competencies of church clerks for effective service delivery in Sori Station, Lake Victoria Field.

In this study, descriptive study design and cross-sectional survey design were used with a targeted population of 63 church clerks, 63 elders, 63 treasurers, 5 pastors

and 720 church board members of 63 churches of Sori Station of Seventh-day Adventist Church. Random Sampling was used to obtain a sample of 39(62%) church clerks, 39 elders, 39 treasurers, and 133 church board members. The data was collected using questionnaires and analyzed using Microsoft Excel and Statistical Package for Social Sciences (SPSS).

The study found that training, orientation, commitment, benchmarking, re-election, teamwork, seminars, workshops, job description, support from departmental heads, respect, good interpersonal relationship, provision of materials and electing experienced people who have the history of the church are strategies for equipping and empowering church clerks to perform their duties with effectiveness, efficiency and competency in their service delivery. This study has provided important principles to solve the current crisis the clerks in Sori Station are facing in relation to church statistical reports, good record-keeping at the local church.

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A project

presented in partial fulfillment
of the requirements for the degree
Master of Arts in Leadership

by

Benson Ochieng'

May 2020

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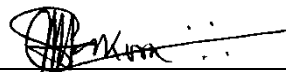
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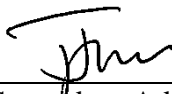
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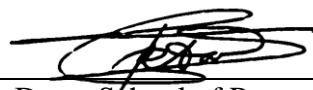
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This project is dedicated to my dear wife shepherdess, Carol Adhiambo Ochieng' and to the two children God has blessed us with: Debbie Gracia Ochieng' and Patrick Moses Baker Ochieng'. You are a special blessing in my life and I want to thank God for you! I equally dedicate this project to all church clerks who have served and who are still serving the Lord in this vineyard.

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LIST OF ABBREVIATIONS

ACMS	Adventist Church Management System
ADCOM	Administrative Committee
AUA	Adventist University of Africa
BM	Business Meeting
BOM	Board of Management
CB	Church Board
EXCOM	Executive Committee
EAU	East African Union
ECD	East-Central Africa Division
GC	General Conference
KSAs	Knowledge Skills Abilities
KLC	Kenya Lake Conference
LVF	Lake Victoria Field
NKJV	New King James Version
NLT	New Living Translation
RC	Ranen Conference
SDA	Seventh-day Adventist
SPSS	Statistical Package for Social Sciences
WKUC	West Kenya Union Conference

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CHAPTER 1

INTRODUCTION

Sori Station of Seventh-day Adventist Church is an entity of Lake Victoria Field (LVF) of Seventh-day Adventist Church which falls under the part of the West Kenya Union Conference (WKUC), East-Central Africa Division (ECD) of the General Conference of Seventh-day Adventists. Sori Station being an entity of SDA Church embraces the church mission statement. This is by making disciples of Jesus Christ in witnessing and proclaiming the everlasting gospel of the Three Angel's messages to every kindred and tongue in preparation for His soon return as stipulated in Matt 28:18-20, Acts 1:8, Rev 14:6-12 to all people within its territory.

In reference to the mission statement, it calls for diligence, competence and effective performance of the church clerk of the local church. Paul gives a summary that "let all things be done decently and in order" (1Cor 14:40). Church clerks are working in partnership with the pastor, as far as their responsibilities are concerned hence keeps minutes of the church board and church business meetings and submits the statistical reports to the conference quarterly.

In matters of effectiveness and competency in service delivery, (Byler, 2008) underscores that most ministries languish not for lack of God's power, but for the lack of effective leadership- most Christian leaders suffer not from a lack of character, but a lack of leadership skills.

People who want to be part of God's plan but not part of an organization, do not understand how God works. White (1923) stated, "System and order are manifest in all the works of God throughout the universe" (White, 1923, p. 26).

God's first organization was home and family, it was called a patriarchal system. Later, He used a nation- the people of Israel. Since the New Testament times, He has used a community of believers called out from the world to serve and worship Him as a church. God has designated church clerks as important leaders in the church organization. However, since church clerks are second in the rank of all leaders the local churches, God calls for order rule and discipline. Scripture asserts that "Whatsoever things are true, whatsoever things are honest, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report; if there be any virtue, and if there be any praise, think on these things" (Phil. 4: 8).

The effective performance of the church clerks and their competency in their duties and responsibilities should significantly be controlled by the use of the church policy, church doctrines and discipline of the mind and self-discipline. Thus the above named Christian virtues will be cherished and it will be applause to the church.

Statement of the Problem

Accurate church records are very important in the SDA church as far as minutes of the church boards, business meetings and statistical reports are concerned. Many churches in Sori Station of Lake Victoria Field (LVF), send late, inaccurate and irregular reports. It has been a recurring problem that needs to be addressed. It also leads to non-compliance and facilitates records of both double and ghost membership. In the first quarter of 2018 when Lake Victoria Field was re-aligned from both Ranen Conference (RC) and Kenya Lake Conference (KLC), Sori Station had a total

membership of 13,479 whose names are in the church register. By the end of that quarter when the church membership records were audited, the audit team declared that the actual membership was 12, 923, that makes a percentage of 96% meaning that out the initial number, 556 members (4%) were regarded as ghost members whose whereabouts could not be traced. On the same note the souls which were won during the Total Member Involvement (TMI) evangelistic campaigns were not reported well through Adventist Church Management System (ACMS) reason being that some church clerks could not go the digital way of the reporting system. In the third quarter out of the 39 churches only 17 churches (44%) sent the accurate reports the Lake Victoria Field (LVF) office, 9 churches (23%) sent incomplete reports while 13 churches (33%) were categorized as non-compliance. This suggests incompetence among the church clerks which incapacitates the reporting system of the church. The situation necessitates developing better competencies for the church clerk who is key in the church records.

The purpose of this study was to come up with strategies that would sensitize, equip, motivate, and empower church clerks in Sori Station. On the same note, it also aimed to suggest appropriate ways forward for handling the challenges that are thwarting their performance, hence to ensure effective, efficient statistics, reports and record-keeping in the local churches of Sori Station.

Research Questions

This study will be guided by the following research questions:

1. What is the role of a church clerk in the SDA Church?
2. What is the level of competency of the Church clerks on their duties and responsibilities as perceived by pastors?
3. What are the challenges facing the church clerks of Sori Station as per their duties and responsibilities?

4. What are the strategies that can be used to develop competencies of the church clerks of Sori Station?

Significance of the Study

Proverbs 14:35 says “The king's favor is towards a wise servant, but His wrath is against him who causes shame” (NKJV). While church clerks have the vigor, some of them are not well armed with necessary tools, knowledge and qualification on how to execute their duties and responsibilities. In respect to that, the study tends to provide proper ways on how the church clerks should do their duties objectively.

This study helped the Sori Station laity and the clergy to identify reasons for lack of competency among the church clerks in service delivery upon executing their duties. In respect to this, it suggested ways of empowering, equipping and improving the church clerks’ competency.

Finally, the researcher gained experience through the study and was able to add knowledge to more leaders and researchers to solve similar problems categorically in the future.

Scope and Limitation of the Study

Due to the vastness of Sori Station, the study focused only on the selected churches of the Station, covered the nineteen churches of Angugo District and 5 churches from each and every district of the Station as follows: Ndiwa, Ng’ira, Sori and Rabuor Karungu respectively. Moreover, the study was limited to the current Church clerks, church officers, pastors and church board members of Sori Station Seventh-day Adventist Churches, Lake Victoria Field.

Conceptual Framework

The study determined the relationship between various variables as shown in the conceptual framework in Figure 1 below. The framework below illustrates how

competency leads to effective performance. Competency leads to the demonstration of knowledge, skills, abilities, personal attributes and behavior. Thus attitude, achievement, commitment, motivation, communication, emotional stability, and analytical thinking are the end result behavior hence summarily results in effective performance.

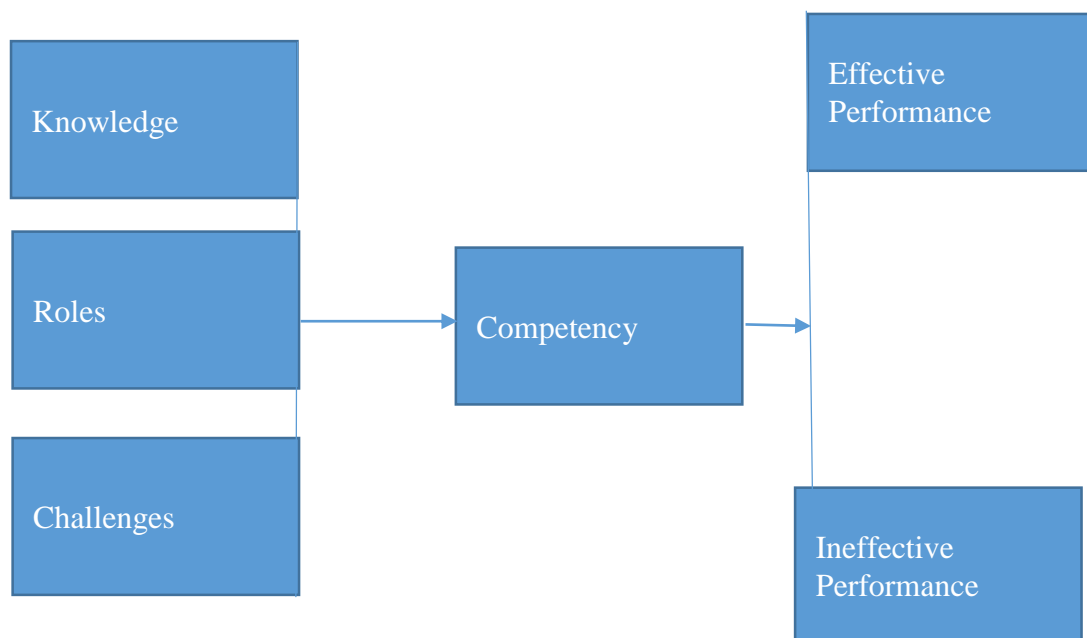


Figure 1. Conceptual Framework
Source Researcher (2019)

In the figure above the independent variables are knowledge, roles, and challenges while the dependent variable is competency which has the following outcomes: effective performance and ineffective performance.

Operational Definition of Terms

The following terms were used in this study to mean:

Clergy: A minister of the gospel in the Christian church

Competence: The condition of being capable and qualified

Church Clerk: A religious leader whose job is to keep the records, correspondences, and accounts of the church

Church Membership: State of belonging to a group organized to fulfill a specific purpose (mission).

Church Policies: Are the agreed guidelines for facilitating decisions management of the affairs of an organization or institution.

District: A group of Seventh-day Adventist Churches under the direction of one pastor.

Ecclesiastic: A priest or a member of the clergy.

Field: Refers to the group of local churches that are associated and organized for administrative purposes.

General Conference: The highest organization of the Seventh-day Adventist Church.

Job Description: This is a list that gives the specific details of an office or a job.

Laity: Members who are regular churchgoers as distinct to the clergy who are professionals and experts.

The profession of Faith: Receiving a member into the church fellowship on account of his/her faithfulness to the cardinal teachings of the SDA church.

Quinquennium: A period of five years, whereby the SDA church conducts election of the new leaders right from the local field/conferences up to the General Conference.

Report: Account of something: an account of event or activities

Station: It is the third group of churches that are associated together under more than one pastor

Sabbath School: It is a subset of a church that has not yet achieved a status of being a full-fledged church another name is company.

CHAPTER 2

LITERATURE REVIEW

This chapter gives a review of selected literature addressing the four research questions on the duties and the responsibilities of the church clerks. It commences with the definition of clerk, paradigms of the Biblical prophets, kings, disciples, and apostles who embraced the secretarial work, reporting both in the old testament and the new testament Bible times, reporting and recording of the church activities, the calling, motivation and the spirituality of the church clerk, Church clerks job description, duties and responsibilities, essential facets of leadership ability to the church clerks and finally Ellen G. White's experience with clerks.

A clerk is defined as someone employed to keep records, file, account, type and do other general office tasks. An official in charge of court records, a copywriter cleric.

In his study, Kapena (2011) observed that "since a good number of posts in the church rotate among church members, it is ideal that each member should be ready to accept some posts. The Bible is a complete sourcebook for leadership principles. Good leaders and leadership principles are stated in the Bible and the following characters demonstrated leadership principles: Moses, Joshua, Gideon, Samuel, David, Solomon, Daniel, Nehemiah, Paul and above all Jesus Christ himself, in respect to every Christian should be confident to assume a leadership position in various institutions to which he/she belongs to (Kapena, 2011, p. 69).

Each and every person no matter how young or old has talent that must be encouraged, developed, nurtured and equipped for the advancement of God's work, through accepting the responsibilities the church clerks will be induced for the ministry to edify the body of Christ- the church entirety by fulfilling the mission and vision of the church.

The word "clerk," "writer," "town clerk," "scribe" its meaning is only in the book of Acts. Luke the author of Acts emphasizes that "And when the town clerk had quieted the crowd, he said, Men of Ephesus, who is there, who does not know that the city of the Ephesians is temple keeper of the great Artemis, and of the sacred stone that fell from the sky?" (Acts 19:35).

In respect to Paul's letters, Romans through Hebrews we are able to see Paul as the clerk likewise to Luke, the author of the third Gospel and Acts of the Apostles. Luke was a physician by profession, and according to a tradition that can be traced back to the second century, he was a native of Antioch. Some support is given to this tradition by the internal evidence of his writings. So this qualifies Luke and Apostle Paul as clerks of the Bible.

According to Moon (2004) posted that,

1. Jeremiah: Identity of his secretary: a man named Baruch (Jer 36:4-6, 17,18,27,32).
2. Jeremiah wrote the book of Lamentation as he grieved over the absolute destruction of Jerusalem.
3. David: wrote about 75 percent of the 150 Psalms
4. Solomon: wrote Proverbs chapter 1-30, Ecclesiastes and Songs of Songs
5. Lemuel: wrote Proverbs chapter 31.
6. Gospel Books- Matthew to John was written by the four disciples of Jesus: Matthew, Mark, Luke and John.
7. Luke wrote the book of Acts.
8. Paul employed a number of secretarial helpers:

- a. Romans: Tertius (Rom 16:22).
 - b. 1 Corinthians: Sosthenes (1 Cor 1:1).
 - c. 2 Timothy: Luke “These words in {2 Tim} dictated by Paul just prior to his death were written by Luke for our profit and warning (4T 353:1).”
9. Peter had a secretary, Silvanus {Silas} (1 Pet 5 :12).
10. John the Revelator wrote the book of Revelation (Rev 1:1-2);
11. Prochorus (Acts 6:5) volunteered to share John’s exile on Patmos could be that he also participated in the secretarial work of writing the book of Revelation in the Isle of Patmos, according to a tradition of the Greek Orthodox Church.

Our God is a God of order and decency, He was the initiator of reporting, “In the beginning, God created the heaven and the earth.” (Gen 1:1). God Himself gave us a statement of account in the form of the Bible, the report of the creation week. Moses was able to give a report of each and every event that took place since Genesis up-to Deuteronomy and in connection to that, we are able to know our origin. From Genesis through Malachi, the 39 books of the OT, the Bible is full of reports of the writers and people from all walks of life (i.e. Patriarchs, Prophets, Kings to mere fishermen) bearing the history and the religion of the people of Israel.

Izungo (2009) emphasizes that “reporting has effects on the lives of people. Good reports can encourage and build the team for better achievement, good reports are mothers of good planning, but a bad report can lead people to chaos and destruction. Most of the planners and leaders suffer because somebody somewhere brought a wrong report. It depends on how reports are, how the recipients respond to it, the way it is given and the attitude of the reporter.” This is how it happened when Moses sent the twelve spies to the land of Canaan.

The twelve spies sent by Moses were given some specifications on how they should spy the land. They had to find out if people of the land were strong or weak, and if they were few or many. They had to see if people of the land live in tents or in

strongholds. And they were told to bring back the fruits of the land (Num 13:18-20). The Bible records that the report which was brought back was evil. The ten spies commented, “We are not able to go up against the people, for they are stronger than us” (Num 13:31-33). When people heard reports given the whole congregation wept and murmured. Immediately God responded to their murmuring. The following were the consequences of the evil report that was brought: The ten spies who brought the evil report died instantly. The army of Israel who went to fight the Amalekites against God’s will were defeated. The entrance to the promised land was delayed hence only Caleb and Joshua entered the promised land due to the good report which they brought and in respect to that the Israelites had to stay in the wilderness for 40 years (Num 14:30, 35).

Panyako (2015) in his study pointed out that “The New Testament is a collection of Christian works written in common Greek language of the first century, at different times by different writers who were early Jewish disciples of Jesus of Nazareth” (Panyako, 2015, p. 13).

There is clear evidence of secretarial work that took place in the essence of reporting that took place through the 27 books of the New Testament. The four Gospel books Matthew- John gives a detailed report on Life, Ministry, Death and Resurrection of Jesus Christ.

Scott (1932) takes it further that “five NT writings are assigned by Christian tradition to the Apostle John- the fourth gospel the book of Revelation, 1st, 2nd and 3rd epistle of John”. John the revelator in the Isle of Patmos, after receiving the Revelation of things to come from the Angel of God, he faithfully gave a report of what he was given in a vision to the seven churches of Asia.

According to Scott (1932), he affirms that

seventeen years after Paul's conversion, he confined himself to a limited field. He worked for three years in Damascus then for fourteen years in Tarsus, Antioch, and the region between the borderland of the two provinces of Cilicia and Syria. In company of Barnabas and later by other colleagues, he traveled over Asia Minor, Macedonia and Greece founding, planting and organizing churches in each important Centre. The study indicates that from time to time after he had left, Paul used to send his assistants to visit the churches that he planted and it was through this incident that brought Christian literature into being because Paul had to write letters to these assistants to take to the members of those churches. The epistles ascribed to Paul are 14 in number while only 10 are assigned to him.

In his study, Panyako (2015) observed that recording and reporting help in decision making and future planning. Church clerks keep records of events and send them to the higher organization through normal church reporting process. Reporting at the church level is done weekly, monthly, and quarterly based on the board meetings and councils that have been conducted" (Panyako, 2015, p. 15).

Church Clerks are counted among the gospel workers; therefore, a noble duty awaits them to accomplish. Church clerk is the oil that keeps the machine running smoothly hence is an important person in the local church, the whole administration of the church depends on the church clerk's portfolio.

Byler (2008) observed:

Good administration enables a leader to experience both personal growth and organizational growth. It also attracts a higher level of people with strong leadership qualities. Through effective administration, the leader can do more in less time, with fewer resources. This allows the leader to continue growing in the areas of his or her strength. Growing people learn to organize and discipline themselves. They plan and schedule their lives to do the most important things. Life in order will be a growing life and growing leaders produce growing organizations. He takes it further than a well-administered church will attract more people and higher levels of people. People are attracted to a place where they find order, purpose and a clear sense of direction. (Byler, 2008, p. 258)

Hybels (2008) wrote this, "I believe that anyone who bears the name of Jesus Christ has a calling, whether a pastor or a layperson. We all must surrender ourselves fully and make ourselves completely available to God. We must all ask God, what is

my mission? Where do you want me to serve? What role would you want me to play in your grand kingdom drama?" (Hybels, 2008, p. 204).

Luke emphasized that "I consider my life worth nothing to me, if only I may finish the race and complete the task the Lord Jesus has given me" (Acts 20:24). In his study, Hybels (2008) observed that we are on a mission that matters, adds purpose and meaning to every day. But we can only enjoy these benefits if we keep our calling sure. It is everyone's obligation to do so. If you have been called to be a leader it's your responsibility to keep your calling sure hence this calls for God's affirmation (Hybels, 2008, pp. 204–205).

An alternative interpretation White (2001) states that

Ministers should not do all the talking, preaching, laboring, and all the praying: they should educate helpers in every church. So that they can use their God-given talents and at the same time being trained as workers. We need men who can take responsibilities in the good work; and the best way for them to gain the experience they need is to engage with heart and mind in the work. (White, 2001, pp. 197–198)

Maxwell (2000) emphasizes that "Every leader is either a lifter or a limiter of people. If you limit people, you limit not only them but also yourself. But if you lift them up, then there is no telling how far they or you can go" (Maxwell, 2000, p. 193).

"This is a wakeup call for training, mentoring, coaching, empowering and equipping church leaders to attain skills and competencies in their duties and responsibilities" (Nyakora, 2017).

Maxwell (2000) continues that, "A tremendous thrill of being a leader is seeing people succeed and being part of other people's success hence their success will literally be your success" (Maxwell, 2000, p. 191). A church clerk must be knowledgeable and skillful to lead the church to achieve its mission.

Adair (2004) comments that: "personality and character cannot be left out on leadership hence there is seven important generic leadership traits or qualities that

cannot be left out: enthusiasm, integrity, toughness, fairness, warmth, humility, and confidence” (Adair, 2004, pp. 7–8).

Kapena (2011) states that

The leader should realize that leadership basically consists in serving others rather than being served. A leader is a servant to those he/she leads in the sense that should be available whenever the people need his/ her services. On the same note, the leader should seek to empower and train others so that when the time comes for him/ her to step down as the leader, those whom he/ she has trained may carry on the duties of leadership, or in the case where the leadership duties go on for life, the one who started off as the leader may continue to lead alongside whom whenever he/she has trained. (Kapena, 2011, p. 12)

Akpa (2008) in her study observed that,

God is performance and competence conscious. The Scripture indicates His concern about the quality and level of work performance. The Bible challenges Christians to strive to attain the highest level of competence that is possible in their work, in order to be receptive to their calling (Eph 6:5-8; Col 3:22-25). Christians are enjoined to work hard and cheerfully at all they do, just as though they are working for the Lord and not merely for their masters. (Akpa, 2008, pp. 156–157)

According to Adair (2004) emphasizes that,

50 percent of motivation comes from within a person and 50 percent from his or her environment, especially from the leadership encountered therein. Self-motivation can be as difficult as motivating others and you cannot have one without the other, in regard to this motivation is pegged on: physiological needs, safety needs, social needs, self-esteem and self-actualization. (Adair, 2004, pp. 55, 57)

Akpa (2008) takes the idea a bit further when she comments that, “The most effective way to get employees to perform their assigned roles is to motivate them. Motivation incites, induces, energizes, directs, sustains someone to act in a certain way hence it is defined by other scholars as to the process of arousing and sustaining goal-directed behavior. In Christian organizations, motivation include entrusting or delegating responsibility, recognition or words of appreciation, performance, helping others, good employer-employee relationship and good working relationship” (Akpa, 2008, pp. 151–154).

Kapena (2011) states that, “when someone is motivated, he/she pursues goals with enthusiasm, that he/she pursues goals gladly and with vigor. Motivation is such an important thing that every leader should know how to motivate his or her subordinates. The practical way to motivate people is to provide them with the means of satisfying their needs. All people have needs which they would like to satisfy” (Kapena, 2011, p. 49).

Mukonka (2015) states that “Motivation is also considered as an incentive, an inducement, or a stimulus for action. Motivation is anything- verbal, physical, or psychological- that causes somebody to do something” (Mukonka, 2015, p. 27).

Blackaby and Blackaby (2011) found that “through a strong relationship with almighty God, leaders are strengthened, encouraged, convicted, and guided by God’s Spirit so that their efforts are not in vain” (Blackaby & Blackaby, 2011, p. 336).

An alternative interpretation (Makori, 2008) suggests that “all church work has both technical and spiritual dimensions. The technical cannot lead to the spiritual nor does the spiritual lead to the technical. Both should be developed for the effective and efficient functioning of the clerk’s office. It should be clear that however that the spiritual makes the technical dimension more meaningful but not the other way round” (p.51).

In the Bible, Paul is very clear that spiritual things are spiritually understood (1 Cor 2:10-15). All that is done in the church are spiritual activities. It requires spiritual people to discharge these duties well. Spiritual things are referred to in the Bible as heavenly things. The serious scenario in the church today is that the carnal people are put in charge of spiritual things. It is possible to be carnal and yet be responsible for critical issues at a high level of the church. How many senior leaders, church clerks included, are leading people in spiritual matters but are ignorant of

spiritual things? The Bible calls such people mere noisemakers (1 Cor 13). When in the carnal state and yet assigned duties to handle spiritual issues, one's perception of spiritual things is blurred. As a result, he/ she treats spiritual things as common issues. Spirituality is the component of a church clerk's work. It gives meaning to the technical work that he or she does.

According to the East African Union of Seventh-day Adventist Church (2008), The Church Clerk Manual outlines the church clerk's job description as follows:

Title: Church Clerk

Reports to: Church Elder/ Church Pastor

Biblical references in (Eph 4:1-6, 11-13) Paul writes a preface to ministry and service, "Many recognize these verses as a focus on Spiritual Gifts given to all who trust in Christ and follow Him as Lord of their life. Verse 12 brings a true focus to those in a "service role" and Corporate Officers of the church, "to equip the saints for work of service and to build up the body of Christ until we all attain to the unity of the faith."

Welch (2005) highlights that the basic duties of the church clerk are similar in all Seventh-day Adventist Churches although there may be minor differences between the congregations. The duties are as follows:

1. Recording, processing and maintaining accurate records of all church board and business meetings.
2. Responsible for all accurate church membership, records transfers, and communication of membership transitions.

According to Welch (2005) outlines the church clerk's responsibilities as follows:

1. Secretary of the church board and business meetings.
2. A custodian of all accurate records of all business transactions/ comments/ motions made in the board and business meetings hence should be able to understand the policies, guidelines and procedures outlined in the church manual.
3. Reviews all the minutes of the CB's and provides copies to all attendees present and accepts amendments.

4. In the absence of the Church Elder, chairs BM to elect the Preterm chairman to proceed with the Business Meeting.
5. Provides quarterly statistical reports both to the local church and the conference as well on matters of requests, discipline and church resolutions.
6. Prepares a list of committees, the church bulletin and the church directory.
7. Furnishing reports promptly quarterly departmental reports to the higher organization.
8. In counsel with the church elder or pastor communicates in writing actions taken by the church board/ business meeting of the church to the individuals they affect.
9. Updates the church membership register promptly whenever adding or dropping of members occurs through baptism/ transfer/profession of faith/death/removal from membership/missing.

Bartel-Wagner (2009) asserts that “recording secretary for all church board and church business meetings, this is the prime responsibility. The church clerk will record, distribute, and keep copies of the official minutes of the meetings, copies of any financial statement, documents and reports from any departmental, or treasury must be attached.

A typical church clerk’s report for a board meeting should include the following items: Board members present, board members absent with apology, a devotional thought, reading of the previous minutes, motion to accept the minutes, include whether motion is passed or rejected, treasurers report, old business or new business.

Byler (2008) takes it further that “if the work is done properly, it will result in the lasting records that can be easily followed by others. This service for the Lord will be rewarded. Without minutes everyone depends on his or her own memory. Well-Kept minutes allow others who come later to understand the important actions” (Byler, 2008, p. 330).

Bartel-Wagner (2009), editor of the Advent Source states that “the church clerk should organize the notes into official typed minutes. Sign the minutes then

avail or send the copies to the board members. Church Clerk should peruse through the minutes of the previous meetings to ensure that old business that needs to be deliberated and if there are any votes that need to be made. Prepare an agenda listing all old and new businesses, make copies for each member of the board. These can either be delivered to the board members prior to the meeting or be distributed at the beginning of the meeting. Minutes of the previous board meeting should be availed in case someone forgets his /her copy.

It is also wise to have extra papers and pens to distribute during meetings. It is the church clerk's responsibility to make sure that the upcoming meeting is announced in the church two weeks prior to the meeting. The church clerk will peruse through the minutes of the previous business meetings to check if there is old business to discuss or votes to make. Minutes of the previous business meetings should be availed in case someone forgets his/her copy. It is also wise to have extra papers and pens to distribute during the meetings. She may also need to answer any questions that may arise during the meeting” (Bartel-Wagner, 2009, pp. 5–6).

Church membership is a state of belonging to a group organized to fulfill a specific purpose. In SDA Church there are three ways of which members are received in the church: baptism, transfer of membership, and by profession of faith while on the other hand there are four ways of subtracting names from the church register: death, transfer, apostasy, and missing.

After the baptism, the clerk should enter each name in the appropriate space in the register and should also implement a spiritual guardianship plan- assigning old and mature members to new members for nurture and guardianship.

In matters of membership transfer, General Conference of Seventh-day Adventists (2010) stipulates that “a church member who moves to a different locality

for a period longer than six months should transfer his/her membership to the nearest church movement that warrants transfer includes:

1. Getting employment in another town
2. Going to stay with a relative or a friend
3. Joining a school away from home including studying overseas
4. Acquiring a new home
5. Starting a business in another town” (General Conference of Seventh-day Adventists, 2010, p. 52).

General Conference of Seventh-day Adventists (2010) highlights that “there are four circumstances in which an individual can be received into the church fellowship by the profession of faith:

1. A dedicated Christian coming from another denomination that has been baptized by immersion as practiced by SDA church and has remained faithful to the light they have had.
2. A member who is unable to secure a letter of transfer from his/her former church due to the world conditions.
3. An individual that had been earmarked as missing or his/her membership is misplaced but has remained
4. Faithful to his/ her Christian commitment.
5. A member of Seventh-day Adventists whose membership transfer request had received no response of any kind” (General Conference of Seventh-day Adventists, 2010, p. 51).

It is the responsibility of the church clerk to bring to the church board the name of the member who should join the church through the Profession of faith.

Makori (2008) has pointed out that, “proper administration of the church depends much on the efficiency and accuracy of the church records. This will enable the church to make intelligent and timely decisions.”

According to Saffady (2004) observed that “record as assets, something of value that contains information that is needed by and in some cases. Records contain

information that is essential for the transaction, processing the development and delivery of products and services, planning, decision making, legal and regulatory compliance, and other purposes” (Saffady, 2004, p. 4).

Smallwood (2014) asserts that “the main purpose of records and record-keeping is to establish benchmarks for how organizations of all types and sizes can build and sustain the complaint, defensible records” (Smallwood, 2014, p. 28).

Smallwood continues to outline the eight generally accepted recordkeeping principles as follows:

1. **Accountability:** -The adopted policies and procedures to guide personnel and ensure the program can be audited. Leaders who are accountable for their decisions, behavior, and actions. Leaders who will take ownership of the choices they make and they don’t dodge responsibility when the results are poor.
2. **Transparency:** - The process and the activities of an organization’s record-keeping program are documented in a manner that is open and verifiable and is available to all personnel and appropriate interested parties.
3. **Integrity:** - Records that are a reasonable and suitable guarantee of authenticity and reliability.
4. **Protection:** - reasonable protection to ensure confidentiality.
5. **Compliance:** - Comply with applicable laws and other binding authorities as well as the organization’s policy.
6. **Availability:** - maintenance of the records in a manner that ensures, timely, efficient and accurate retrieval of needed information.
7. **Retention:** - An organization shall maintain its records and information for an appropriate time, taking into account legal, regulatory, fiscal and operational, and historical requirements.
8. **Disposition:** - An organization shall provide secure and appropriate disposition for records that are no longer required to be maintained by applicable laws and the organization’s policies.
9. **Church Membership Records:** Contain facts like baptism, transfers, the profession of faith cases, deaths, and members who are missing.
10. **Minutes:** This record deals with the decisions that the church takes regarding its work and leadership.

11. Financial Records: These are records that indicate how the church receives and uses money.
12. Nurture & Retention Records: detailed reports of seminars, workshops, fellowships conducted for the benefit of the spiritual growth of church members.
13. Liability Records: records showing the legal actions taken against the church or the church has taken.
14. Correspondence Records: these are letters received and copies of letters sent, all announcements made also fall under this category.
15. Assets Records: These are records listing all things you own, these include: pews, chairs, tables, holy communion gadgets, wheelbarrows, books, cupboards, bells, houses, plots and title deeds.
16. Leadership Records: These are records of leaders who have served the church year after year. It will be easy to trace elders, deacons, clerks, treasurers and other church departmental directors who have served the church since the church was planted” (Smallwood, 2014, pp. 27–29).

According to Makori (2008), Executive Secretary EAU takes the idea a bit further than, “church records facilitate in making intelligent decisions which are useful in leading the church. They help the church to avoid the pitfalls, drawbacks and mistakes made and handled by the church. Helps the church in its strategic plan/action plans for the year or quinquennium. Records can be used to award those who have offered special services to the church. They help in clarifying the relationship that exists between the church and the higher organization. Records show our obligations. They help us to know who we owe and also help to remind us what the church owes others” (p. 30).

Jugbo (2009) states that reporting and record-keeping facilitate accountability which instills discipline in individuals and organizations. Secondly, it helps in review of the past, it is necessary for reviewing the past periods and makes comparison with the current periods and finally, it acts as a source of advice.

According to the East African Union of Seventh-day Adventist Church (2008) affirms that “minutes of the church meetings:

1. Show the collective position of a committee, an organization or a church.
2. Indicate the direction where the committee of the church wants to go.
3. Are treated as legal documents.
4. Are records of facts and information that can easily be forgotten.”(East African Union of Seventh-day Adventist Church, 2008, pp. 20–21).

Miller (2015), president of Net Results, Inc., and editor of Net-Results magazine, Lubbock, Texas, says that “leadership is like a necklace with 20 diamonds. A pastor can lack one of the 20 with few people noticing its absence. When six diamonds are missing, job stress increases. If eight are missing, vocational pain replaces job satisfaction. If all 20 are missing, the individual is usually a former church employee” (p.4).

Kapena (2011) wrote thus, “whereas there are a number of personality qualities that are essential in a leader, the church clerk is not exempted from these qualities. These qualities improve the caliber of the individual’s leadership; they are as follows:

This is a wakeup call to every individual including the church clerks who are called into the office of the clerical work to serve as agents of God in fulfilling the gospel commission of Matt 28:18-20. Miller (2015) continues with the facets of leadership ability as follows: -excellence, innovation, persistence, communication, inspiration, caring, sensitivity, firm of purpose, perseverance, active participation, dedication, optimism, confidence, courage, honesty, humility, trustworthy, conviction (pp. 4-6, 59-67).

Willie (as cited in Moon, 2004) points out that,

During her time, she employed the editorial staff to facilitate the editorial process of her work. One of her staff, Mary, could gather materials for her to use in writing. The husband helped her in grammatical corrections in consultation with other leading brethren. Ellen G. White enlisted Willie their third born son in secretarial and editorial work.

Willie (as Cited in Moon, 1993) stated that,

Willie expressed commitment on his line of duty that promoted him to become the Business Manager of Pacific Press at the age of twenty years. Later he became the General Supervisor of Ellen's Editorial Staff the following as members of staff: Mary K. White, Marian Davis, Joseph H. Waggoner, Sara Mc Interfer, Jenny Ings and part-time staff were: Uriah Smith, C.H. Jones, E.G. Waggoner, J.H. Kellogg, and A.T. Jones. Categories of work performed by these individuals were as follows: taking down oral material in shorthand; normal copying by hand or typewriter up to 10 carbon copies; the major editorial compilation of books.

Ellen White copyists/ typists were entitled in correcting grammatical errors, eliminating unnecessary repetitions and grouping of paragraphs and sections in the best order. Workers of experience were harmonizing the thoughts of sentences; paragraphs; sections and incorporate them to come clear. None of them was allowed to add any thought or to tamper and intrude on any idea.

Mrs. White's use of secretaries, editorial assistants, and editorial advisors has three important implications which comprises: Insisting that nothing be printed without first passing through critical reading from the leading qualified, diligent experienced people available; the degree of trust that she built in the virtually unknown Christians who composed her staff; inviting the denominational leaders to read and evaluate her writings signifies that while she had unshakable conviction of her divine call, and of the authority of the divine revelations made to her, she did not consider herself beyond the possibility of making mistakes" (p. 224).

According to Drucker (1999) said that "leaders learn from their own mistakes. To succeed, leaders must acknowledge, understand and improve on their shortcomings. They must understand themselves and find their own sources of strength. Language is one of the most powerful tools. Without the ability to communicate, leaders can possess all other attributes and still fail to have an impact" (Drucker, 1999, pp. 34-35).

Jugbo (2009) stated that “Communication is the live wire of any organization if it appears that there is no effective communication, hence there is a gap to the church clerk and pastors, both at the conference and the local church levels. Secondly ignorance is also a challenge, most of the church clerks depend on the directives from the pastor- lack of orientation and coaching. Third, unwillingness to accept the responsibility, some of the church clerks see church work as a burden to them that it will deter them from doing their work” (Jugbo, 2009).

Theoretical Framework: KSAs

According to Reh (2017) highlights that “Knowledge, Skills and Abilities, a list of special qualifications and personal attributes that you need to have for a particular job. These are unique requirements that the hiring agency wants to find in the person selected to fill a particular job. They are the factors that identify the best candidates from a group of persons basically qualified for a position.”

Knowledge

Reh takes it further that “knowledge is one of the special qualifications which an individual requires to have a particular job. It refers to organized body information usually of factual or procedural nature which if applied makes adequate performance on the job possible.”

According to Abel (2008) asserts that “knowledge is defined as the acquisition of facts, truth, particular principles, systems, units, and commands. It also the wisdom of knowing how to be a good spouse, parent, grandparent, and leader. Knowledge is available through other people. Some acquire knowledge from their leaders, teachers, peers, parents, grandparents, mentors and through experience as well as information gained from media, both print and visual. From the book of Proverbs, the writer

highlights that “choose knowledge rather than gold; wise men store up knowledge; wisdom comes from God” (Abel, 2008, pp. 30–31).

Skill

Reh (2017) states that “skill is also one of the special qualifications which an individual requires to have for a particular job. It refers to the proficient manual, verbal or mental manipulation of data or things. Skills can be measured by a performance test where quantity and quality of performance are tested.”

Ability

Ability is also one of the special qualifications which an individual requires to have for a particular job. It refers to the powers to perform an observable activity at the present. It can be evidenced through activities or behaviors hence it is the ability to plan and organize work. Rees (2006) emphasizes that “God has given each of us the ability to do certain things well (Rom 12: 6 a) (NLT).”

“Show a person who doesn’t know his talents or hasn’t developed them in service to others, and I will show you a person who has little sense of purpose, meaning, motivation and value” Tom Paterson.

Rees (2006) continues with forty-nine specialized abilities as follows (pp. 74-75):

- | | | |
|------------------|------------------|-----------------|
| 1. Adapting | 18. Editing | 34. Organizing |
| 2. Administering | 19. Encouraging | 35. Performing |
| 3. Analyzing | 20. Engineering | 36. Pioneering |
| 4. Building | 21. Facilitating | 37. Planning |
| 5. Coaching | 22. Forecasting | 38. Promoting |
| 6. Communicating | 23. Implementing | 39. Recruiting |
| 7. Competing | 24. Improving | 40. Repairing |
| 8. Computing | 25. Influencing | 41. Researching |
| 9. Connecting | 26. Landscaping | 42. Resourcing |
| 10. Consulting | 27. Leading | 43. Serving |
| 11. Cooking | 28. Learning | 44. Teaching |
| 12. Coordinating | 29. Managing | 45. Translating |
| 13. Counseling | 30. Mentoring | 46. Traveling |
| 14. Decorating | 31. Motivating | 47. Visualizing |
| 15. Designing | 32. Negotiating | 48. Welcoming |
| 16. Developing | 33. Operating | 49. Writing |
| 17. Directing | | |

These abilities when utilized well can lead to competence and effective performance in service delivery among the church clerks.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter entails the research methodology, research design, description of the local setting, population and sampling procedure, instruments of data collection, validity and reliability of the instrument, ethical considerations, data collection procedure and methods of data analysis.

Research Design

This study adopted a descriptive study design. The study was based on how the church clerks are competent in their duties and responsibilities. The design was selected because it is convenient, facilitated quick data collection and made it possible to note attributes of the larger population of church clerks from a small sample. A cross-sectional survey design was also used because it generally provides quantitative or numeric descriptions of some parts of the population.

The Description of the Local Setting

Sori Station of SDA churches lies in the western region of the Republic of Kenya in a multi-tribe county of Migori. It is located in the northern part of Migori, Nyatike Constituency: Nyatike and Karungu Divisions: North Kadem, Kanyasa, and Kachieng Wards of Migori County Government. It lies extremely to the south of the greater Southern Nyanza region and borders Tanzania on the mainland of Lake Victoria

Population & Sampling Procedure

The targeted population of the analysis was 63 Church clerks, 63 Church elders, 63 Church treasurers, five district pastors and 720 church board members of 63 churches of Sori Station of Seventh-day Adventist Church. The percentage that was sampled out of the entire population was as follows: Church clerks 62%, Church Elders 62%, Church Treasures 62%, Pastors 83%, and Church board members 18%.

Targeted Population

Based on the population of the study, the sample was chosen as detailed in Table 1 below. The targeted population was distributed in the districts of Sori, Angugo, Rabuor Karungu, Ng'ira, and Ndiwa.

Table 1. Targeted Population

District	No. of Churches	Branches	No. of church clerks	No. of church officers (Elders, Pastors Treasurers)	No. of church board members
Sori	9	1	9	19	102
Angugo	19	5	19	38	204
Rabuor Karungu	11	9	11	23	132
Ng'ira	18	9	18	37	202
Ndiwa	6	9	6	13	80
Total	63	33	63	133	720

Sample Size

The sample size for this study was determined as illustrated in Table 2 below. The sample size was drawn from the targeted population of Church Clerks, Church officers, pastors and church board members.

Table 2. Sample Size

Name of District	Churches	No. of Church Clerks	No. of Church Officers	No. of Pastors	No of Church Board Members
Sori	Sori Mlimani	1	2	1	5
	Sori Central	1	2		5
	Sori West	1	2		3
	Nyainda	1	2		3
	Raguda	1	2		3
TOTAL	5	5	10	1	19
Rabuor	Rabuor	1	2		3
	Amazing Facts	1	2		3
	Kirengo	1	2		3
	Orore	1	2		3
	Kopala	1	2		3
TOTAL	5	5	10	1	15
Ng'ira	Ng'ira Central	1	2	1	3
	Ng'ira North	1	2		3
	Poya	1	2		3
	Aloma	1	2		3
	Omange	1	2		3
TOTAL	5	5	10	1	15
Ndiwa	Ndiwa Main	1	2	1	3
	Kolanya	1	2		3
	Pom	1	2		3
	Sota Nyagwena	1	2		3
	Gogo	1	2		3
TOTAL	5	5	10	1	15
Angugo	Angugo	1	2	1	5
	Nyakweri Central	1	2		3
	Oganga Central	1	2		3
	Oganga Main	1	2		3
	Kuoyo-Yago	1	2		5
	Nyaongo	1	2		3
	Ongonya	1	2		3
	Kabuto	1	2		3
	Ong'er	1	2		5
	Osiri	1	2		5
	Sango	1	2		3
	Akala	1	2		3
	Nyangaga	1	2		3
	Adiel Central	1	2		3
	Oganga	1	2		3
	Nyatuoro	1	2		3
	Lwala Rabuor	1	2		5
	Magungu	1	2		3
	Modi	1	2		3
Lwanda Magwar	1	2		5	
	19	18	34	1	60
G.TOTAL	39	39	78	5	133
Percentage	62%	62%	62%	83%	18%

Data Collection Instrument

Data was collected using questionnaires. They were four different questionnaires for the four different respondents namely: church clerks, pastors, church officers, and the church board members. The questionnaire was divided into three parts namely: The first part was for personal information that collected demographic data of the respondents. The second part was a 5- point Likert scale with questions aimed at answering the research questions for the study, by asking the level of disagreement/agreement as follows: strongly disagree, disagree, neutral, agree, strongly agree as categorized in the table below. Finally, the third part was open-ended questions.

Table 3. Likert Scale Interpretation

Value	1	2	3	4	5
Label	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Interpretation	Certainty (with no doubt that they disagree	Not very certain that they disagree	Neither agreeing nor agreeing	Not very certain that they agree	Certainty (with no doubt) that they agree

The questionnaire was both a self-administered and adopted questionnaire from Izungu, Jugbo and Panyako projects which was in four sections categorized as follows: section 1, ten (10) questions for the pastors, section 2, twenty (20) questions for the church clerks section 3, eleven (11) questions for the church officers and section 4, nine (9) questions for the church board members

Validity & Reliability of the Instrument

The instrument was tested for validity and reliability before it was administered to the respondents. For validity, three experts in the AUA School of Postgraduate Studies Research Committee were consulted to give their own opinion.

They judged the suitability of the question items and approved the questions after checking them. A pilot study was also done with ten respondents to find out whether they understood and were able to respond to the questions being asked.

Ethical Considerations

Confidentiality is the fundamental ethical issue and respondents were treated as the most appreciable assets. During the study, the ethical issues were considered by seeking consent from the Field, Station as well as respondents so that the data to be collected from respondents were used only for the study and not any other purpose. The researcher ensured that the respondents were fully informed about the procedures and risks involved in the study and must give their consent to participate.

The respondents voluntarily chose either to participate or not after reading the Informed Consent as shown in the appendix. They were also given a right to withdraw from the study at any time without any penalty.

Data Collection Procedure

The researcher collected data from the current church clerks, church elders, church treasurers, pastors and church board members. The data was collected through questionnaires. The questions that may seem to be complicated to the respondents were explained by the researcher. The collection of data lasted for a period of two months, as from October to November 2018.

Data Analysis

The data collected was analyzed using descriptive statistics with support of (SPSS) software package; frequencies and percentages were used for display and presentation. The study applied a quantitative data analysis technique. These techniques included calculating percentages and tabulations to come to useful

conclusions and recommendations. Data obtained from questionnaires was organized, analyzed and presented using frequencies, percentages, means and standard deviations and frequencies (Zeev, 2009).

CHAPTER 4

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

This chapter contains the detailed presentation, analysis, and interpretation of the data gathered to assess strategies to develop competencies of church clerks for effective service delivery in Sori Station Lake Victoria field of Seventh-day Adventist Church. The interpretations and presentations are done using tables and charts (graphs and pie charts) form following the research questions and objectives that guide this study.

Background Information

Age of Respondents

As the first aspect of background information, the study sought to find out the age distribution of the respondents. This was necessary to help the researcher know the ideal ages of the respondents and draw confidence of the researcher on the information given by the respondents.

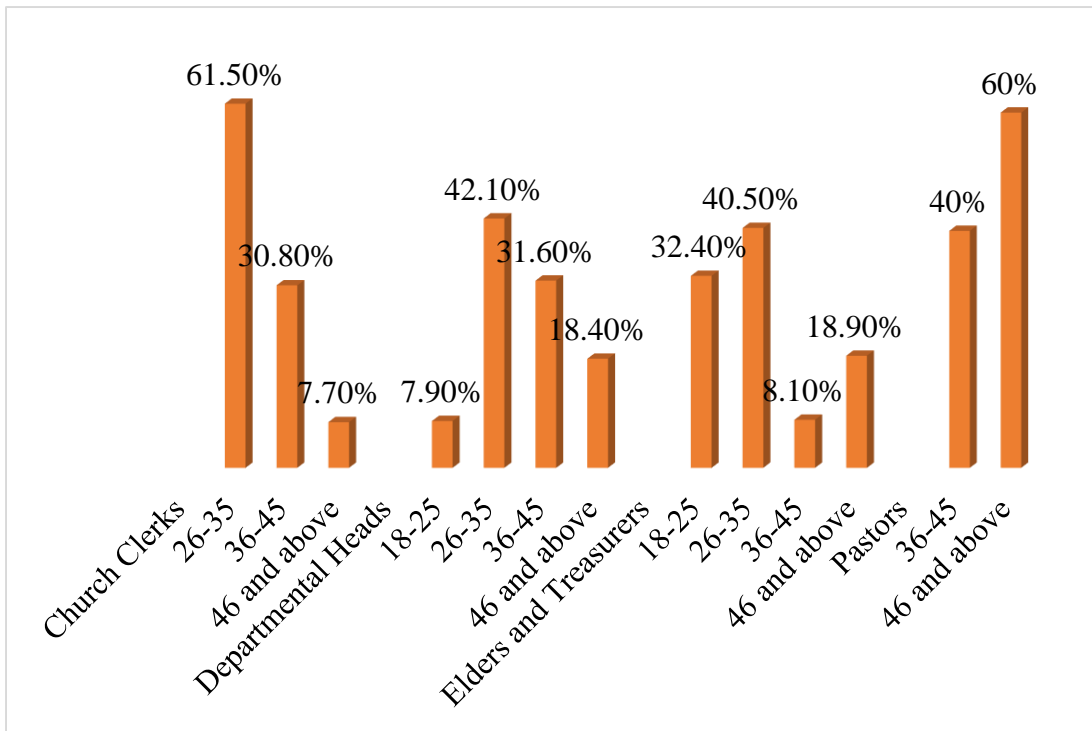


Figure 2. Age of the Respondents

This graph shows that most church clerks (61.5%) were aged between 26-35 years, 30.80% were aged between 36-45 years and 7.7% were 46 and above years of age. 42.1% of the departmental heads were aged between 26-35 years, 31.6% were aged between 36-45 years, 18.4% were 46 and above years of age and 7.9% were aged between 18-25 years. For the elders, a majority (40.5%) were aged between 26-35 years, 32.4% were aged between 18-25 years, 18.9% were aged 46 years and above and 8.1% were aged between 36-45 years. For the pastors, the majority (60%) were 46 years and above old and 40% were aged between 36-45 years.

Sex of Respondents

As the second aspect of background information, the study categorized the respondents according to their gender. This was necessary to help the researcher know the number of male and female respondents of the study so that the conclusions made thereafter not to be biased.

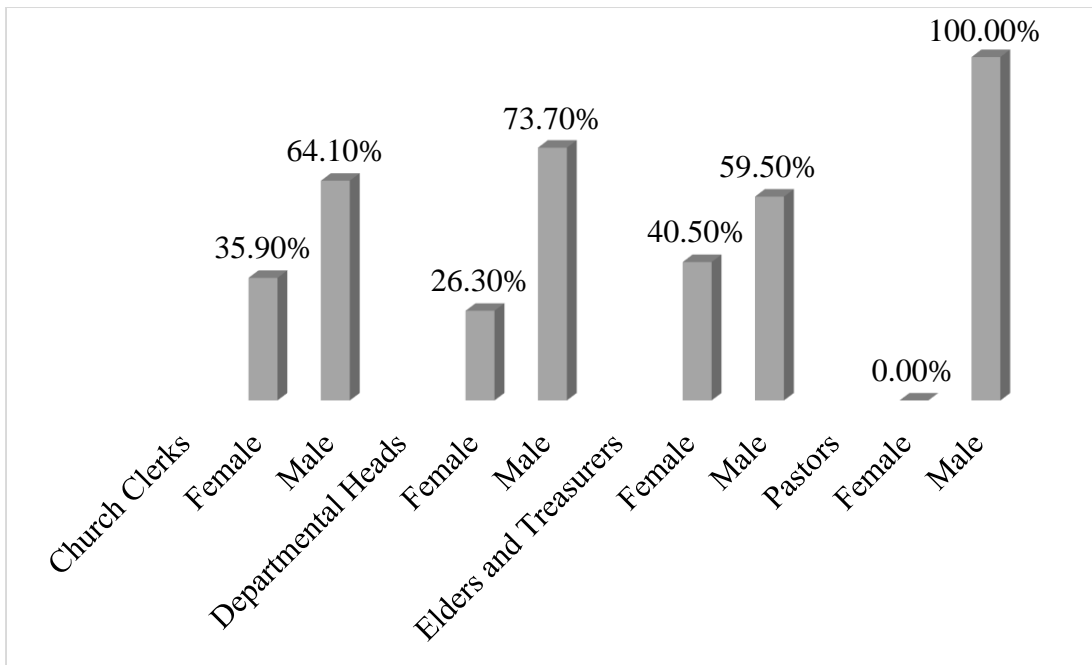


Figure 3. Sex of Respondents

From figure 3 above, the majority of the church clerks (64.10%) were male, 35.9% were female. 73.7% of the departmental heads were male and 26.3% were female. 59.5% of the elders were male and 40.5% were female. There were no female pastors as all of them were males.

Marital Status of Respondents

As the third aspect of background information, the study categorized the respondents according to their marital status. This was necessary to help the researcher know the marital status of the respondents as the information needed for the study needed a judgment from mature respondents

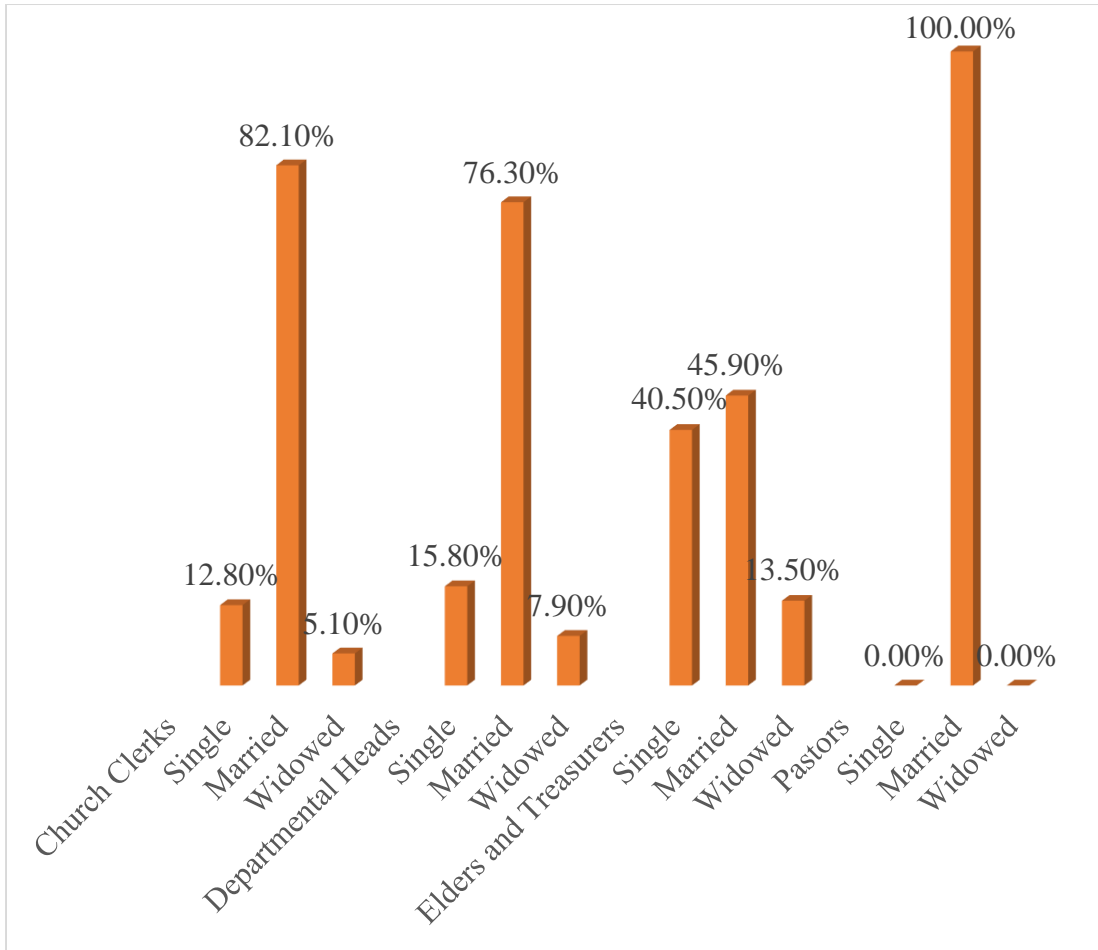


Figure 4. Marital Status of Respondents

From figure 4 above, the majority of the church clerks (82.10%) were married, 12.8% were single and 5.10 were widows. For the departmental heads, 76.3% were married, 15.8% were single and 7.9% were widows. 45.9% of the elders were married, 40.5% were single and 13.5 were widows and lastly, all pastors were married.

Level of Education of Respondents

As the fourth aspect of background information, the study categorized the respondents according to their level of education. This was necessary to help the researcher know the level of knowledge of the respondents.

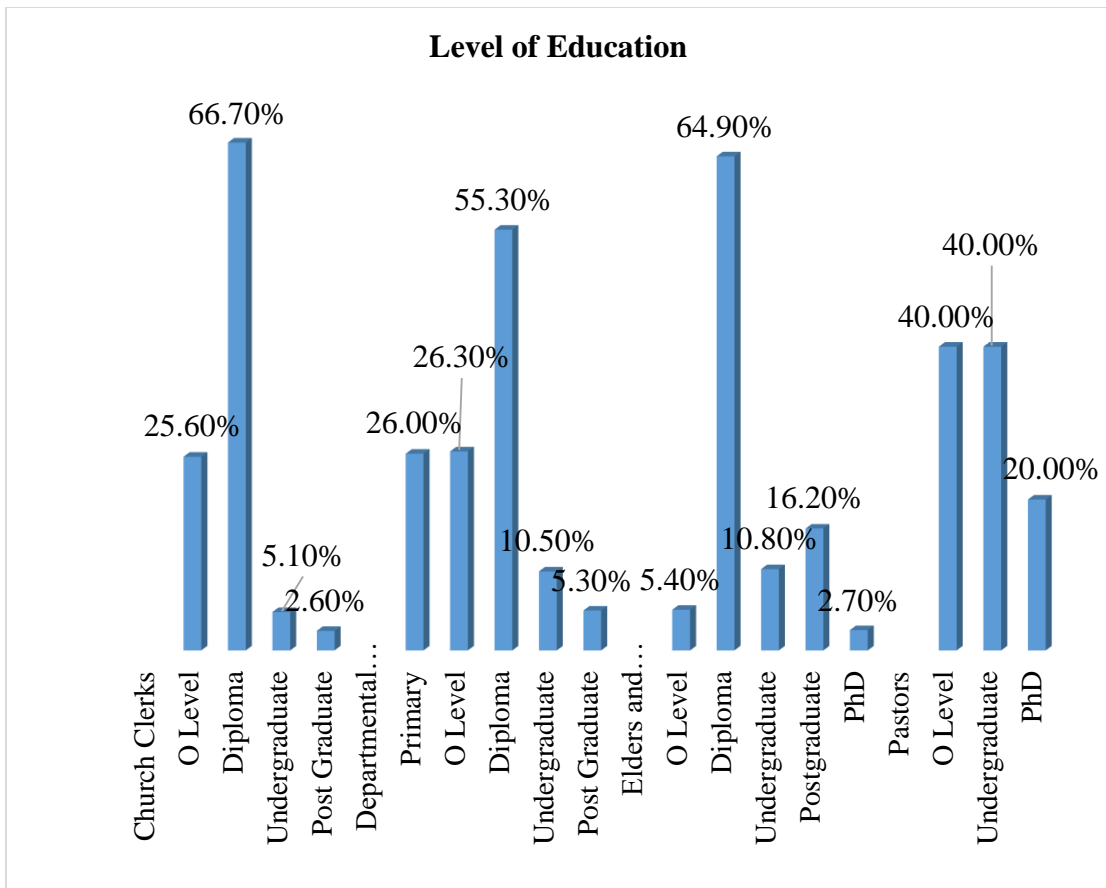


Figure 5. Level of Education of Respondents

Figure 5 above indicates that the majority of the church clerks (66.70%) had diploma, 25.60% had O level, 5.1% had undergraduate and 2.6% had post-graduate. For the departmental heads, 55.3% had diploma, 26.3% had O level, 26% had primary, 10.5% had undergraduate and 5.3% had Ph.D. as their level of education. The majority of the elders (64.9%) had diploma, 16.2% had post-graduate, 10.8% had undergraduate and 2.7% had Ph.D. as their level of education. For the pastors, majority (40%) had O level and undergraduate and 20% had a Ph.D. as their level of education.

Duration of Membership

As the fifth aspect of background information, the study categorized the respondents based on the duration of the membership. This was necessary to help the researcher know the level of experience of the respondents.

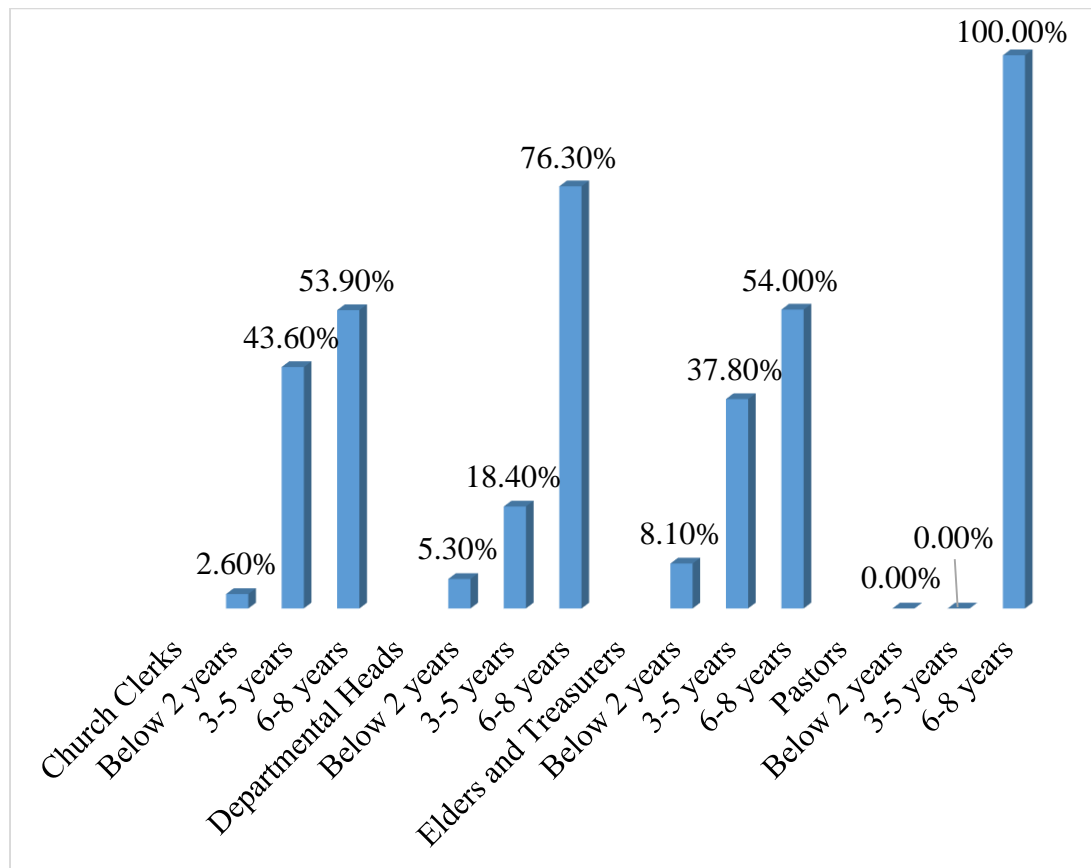


Figure 6. Duration of Membership

Figure 6 above indicates that the majority of the church clerks (53.90%) had been members for 6-8 years, 43.6% had been members for 3-5 years and 2.6% had been members for less than 2 years. For departmental heads, 76.3% had been members for 6-8 years, 18.4% had been members for 3-5 years and 5.3% had been members for less than 2 years. The majority of the elders (54%) had been members for 6-8 years, 37.8% had been members for 3-5 years and 8.1% had been members for less than 2 years. All of the pastors had been a member for 6-8 years.

Duration in the Current Position

As the sixth aspect of background information, the study categorized the respondents based on their duration in their current position. This was necessary to help the researcher know the level of experience in the current positions that the respondents held.

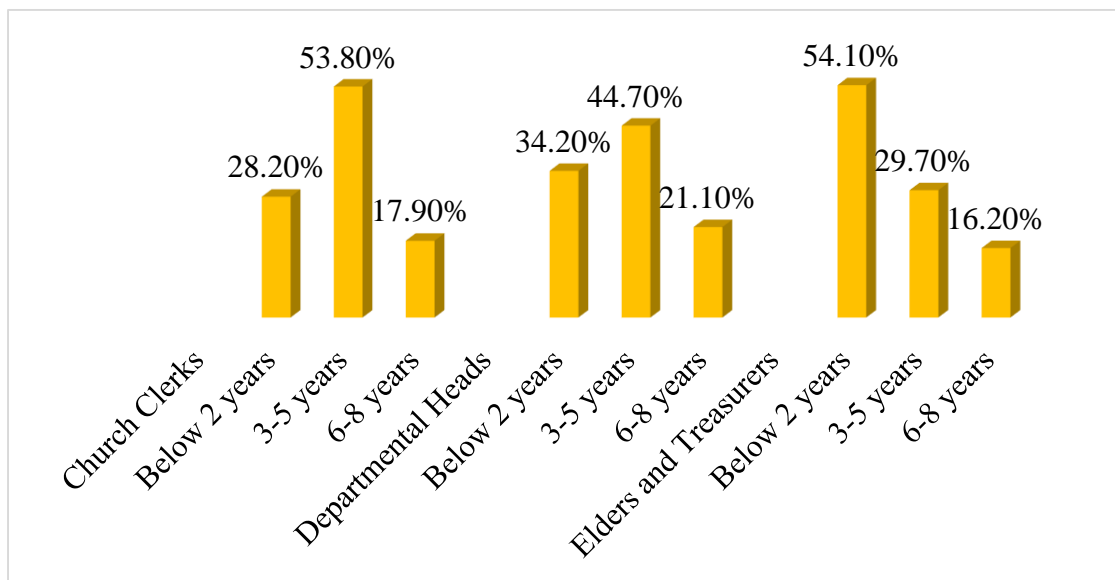


Figure 7. Duration in the Current Position

Figure 7 above shows that the majority of the church clerks (53.80%) had been in that position for 3-5 years, 28.2% for less than 2 years and 17.9% for 6-8 years. For the departmental heads, majority (44.7%) had been in that position for 3-5 years, 34.20% for less than 2 years and 21.1% for 6-8 years. For elders, a majority (54.1%) had been in that position for less than 2 years, 29.7% had been in that position for 3-5 years and 16.2% for 6-8 years.

Ordained Pastors

As part of background information, the study sought to find out the pastors who were ordained. This was necessary to help the researcher know the level of experience of the pastors.



Figure 8. Ordained Pastors

Figure 8 above shows that the majority of the pastors (60%) were ordained while 40% were not ordained.

Duration of Stay in the Current District

The study sought to find out the duration of stay of pastors in their current districts. This was necessary for the study to help the researcher know the level of experience of the pastors in their current districts.

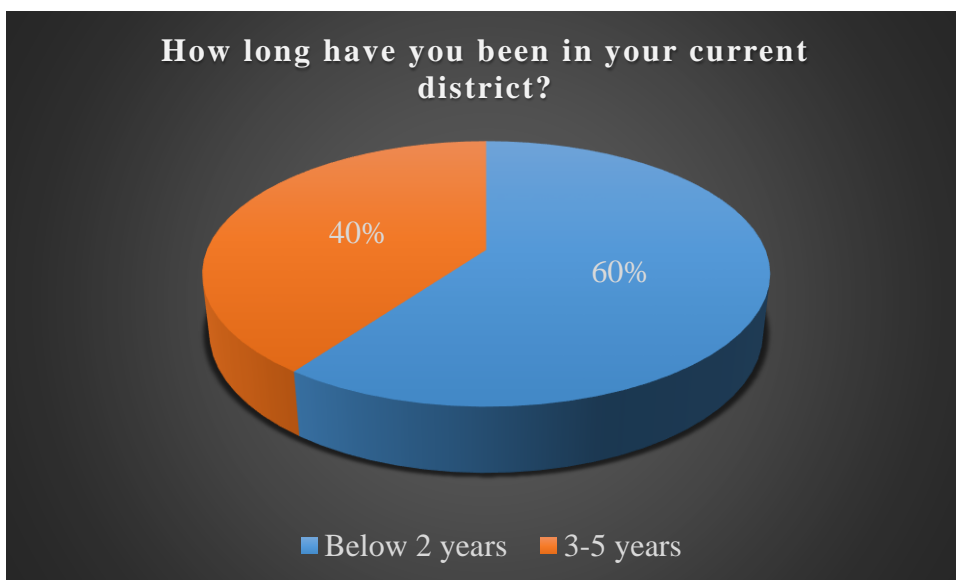


Figure 9. Duration of Stay in the Current District

Figure 9 above shows that the majority of the pastors (60%) had stayed for less than 2 years in their districts while 40% had stayed for 3-5 years in their districts.

Analysis of Research Objectives

Research Objective 1: The Roles of a Church Clerk

Departmental heads were examined on the roles of church clerks. Nine questions of the research instruments addressed this objective where departmental heads were requested to state the roles of church clerks. Table 4 shows a summary of the departmental heads' response to the roles of church clerks.

Table 4. The Roles of Church Clerks

Roles	Frequency	Percent
Secretariat and recording church funds	10	26.3
Secretarial and custodian of church records	6	15.8
Custodian of church records and members transfers	10	26.3
Note-taking and policy issues	5	13.2
Secretariat and church policies	4	10.5
Secretary to the church	3	7.9

From Table 4 above, 26.3% of the departmental heads indicated that the roles of church clerks are the only secretariat, recording of church funds, custodian of church records and membership transfers. 15.8% indicated that the roles of church clerks are only secretarial and custodian of church records. 13.2% indicated that the roles of church clerks are only taking notes during church board and business meetings and policy issues of the church. 10.5% indicated that the roles of church clerks are only secretariat and church policies. Lastly, 7.9% of the departmental heads indicated that church clerks are secretaries to the church.

Table 5: The Qualities of Church Clerks

	N	Mean	Std. Deviation
The church clerk should always be a team player among the church board members	38	4.55	.645
The church clerk is outstanding in performing his/her roles, duties and responsibilities	38	1.66	1.169
The church clerk always understands the SDA church policy and adhere to it.	38	1.95	1.161
The church clerk should always be committed to doing his/her duties accordingly	38	4.26	.446
Good church management demands the best in lay leadership	38	4.71	.460
Good church management seeks not alone a man's money but also himself	38	4.39	.495
The church clerk should always have a pattern of achievement when it comes to church leadership	38	4.26	.554
The church clerk should inspire, love and impact the church members	38	4.34	.781

When examining the roles of church clerks, departmental heads were asked to indicate their level of agreement on a scale of 1 to 5, with 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree.

Departmental heads agreed that church clerk should always be a team player among the church board members, church clerk should always be committed to doing his/her duties accordingly, good church management demands the best in lay

leadership, good church management seeks not alone a man's money but also himself, church clerk should always have a pattern of achievement when it comes to church leadership and church clerk should inspire, love and impact the church members with means ranging from 4.26 to 4.4.55. Elders strongly disagreed that the church clerk is outstanding in performing his/her roles and church clerk always understands the SDA church policy and adheres to it with means of 1.66 and 1.99.

Research Objective 2: Church Clerk Knowledge and Experience according to Roles and their Job Description.

Church clerks were examined on their level of knowledge and experience of the church clerks as per their roles and their job description. Twenty-seven questions of the research instruments addressed this objective of the level of knowledge and experience of the church clerks. Table 6 shows a summary of descriptive statistics of the level of knowledge and experience of the church clerks.

Table 6. Level of Knowledge and Experience of the Church Clerks as per their Roles and their Job Description

	N	Mean	Std. Deviation
I have proper knowledge of the duties and responsibilities of the church clerk	39	4.10	.552
I have the ability to write minutes of the church boards, business meetings and records of the church accordingly	39	4.15	.540
Do you sometimes get it difficult to prepare the report	39	4.13	.522
Do you agree that the reporting system has not been good	39	4.28	.857
I have been using the reporting tools for the church clerks	39	4.00	.649
Do you agree that the church clerks should send reports to the field on a quarterly basis	39	4.21	.469
I have the ability to increase my knowledge and skills in the duties and responsibilities of the church clerk	39	4.13	.570
I am skilled in public speaking	39	4.15	.844
I have been attending the annual church clerk's seminar organized by the field/conference	39	4.03	.873
Do you agree that there is formal annual handing over/taking over	39	4.28	1.025
Do you agree that if the reporting tools are designed in your local language, it may improve the reporting in your church	39	4.10	.968
I lack interest and have a negative attitude in the responsibility	39	4.15	.812
I am always loyal both down and up in the chain of command	39	4.23	.627
I live in harmony with the church doctrines	39	4.28	.647
Do you agree that further orientation and training is required for the improvement of the reporting in your church	39	4.23	.627
Do you agree that seminars are being conducted to the elected leaders	39	3.97	.811
I agree that a positive attitude is required for competence development and effective performance of every responsibility	39	4.28	.605
I always care much about the church pastor, church officers, and church members	39	4.28	.560
I always create open channels of communication both in speech and hearing	39	4.21	.570
I am always reserved and friendly	39	4.36	.486

When examining the level of knowledge and experience of the church clerks as per their roles and their job description, church clerks were asked to indicate their level of agreement on a scale of 1 to 5, with 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree.

Church clerks agreed that they have proper knowledge in the duties and responsibilities of the church clerk, they have the ability to write minutes of the

church boards, business meetings and records of the church accordingly, they sometimes get it difficult to prepare the report, the reporting system has not been good, they have been using the reporting tools for the church clerks, they should send reports to the field on quarterly basis, they have the ability to increase their knowledge and skills in the duties and responsibilities of the church clerk, they are skilled in public speaking, they have been attending the annual church clerk's seminar organized by the field/conference, there is formal annual handing over/taking over, if the reporting tools are designed in their local language, it may improve the reporting in their church, they lack interest and have a negative attitude in the responsibility, they are always loyal both down and up in the chain of command, they live in harmony with the church doctrines, further orientation and training is required for the improvement of the reporting in their church, they agree that positive attitude is required for competence development and effective performance of every responsibility, they always care much about the church pastor, church officers and church members, they always create open channels of communication both in speech and hearing and they are always reserved and friendly. Church clerks were neutral that seminars are being conducted to the elected leaders.

Table 7. Level of Knowledge and Experience of the Church Clerks as per their Roles and their Job Description

	N	Mean	Std. Deviation
Your church clerk knows how to share the Christian faith with church members and equip them to share their faith	37	4.43	.502
The church clerk is always not afraid of conflict and can deal constructively with it	37	4.00	.667
Your church clerk manages membership transfers and correspondences well	37	4.49	.559
Your church always conduct church board and business meetings regularly	37	4.14	.631
Both the church board and business meetings are announced two weeks prior to the date of the meeting and all board members are served with agenda items prior to the meeting	37	2.32	1.248
Your church clerk always displays interest and enthusiasm in performing his/her duties	37	4.49	.651
Your church clerk always demonstrate exceptional leadership strength is always able to work in difficult situations	37	4.46	.605

When examining the level of knowledge and experience of the church clerks as per their roles and their job description, elders were asked to indicate their level of agreement on a scale of 1 to 5, with 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree.

Elders and treasurers agreed that their church clerk knows how to share the Christian faith with church members and equip them to share their faith, they are always not afraid of conflict and can deal constructively with it, they manage membership transfers and correspondences well, they always conduct church board and business meetings regularly, they always display interest and enthusiasm in performing their duties, they always demonstrate exceptional leadership strength, they are always able to work in difficult situations. Elders and the treasurers disagreed that both the church board and business meetings are announced two weeks prior to the

date of the meeting and all board members are served with agenda items prior to the meeting.

Research Objective 3: Challenges to Church Clerks Satisfactory Performance of Roles and Duties

Two questions of the research instruments addressed this objective of the challenges that are deterring the church clerks from performing their roles and duties satisfactorily. Table 8 shows a summary of the descriptive statistics of the challenges.

Table 8. Challenges that are Deterring the Church Clerks from Performing their Roles and Duties Satisfactorily

Challenges	Frequency	Percent
Completed forms to be filled	1	2.6
Lack of education and negligence of duties	1	2.6
Lack of orientation and poor handing over	1	2.6
Lack of orientation and proper handing over	1	2.6
Leadership wrangles in church and lack of knowledge	2	5.3
Negligence and technology	1	2.6
Lack of experience	1	2.6
Technology and illiteracy	2	5.3
Noncompliance and missing clerk's training	1	2.6
Technology and leadership wrangles	8	21.1
Lack of knowledge and poor training	1	2.6
Technology and negligence of duties	2	5.3
Poor communication and lack of corporation	1	2.6
Lack of knowledge and support from church members	2	5.3
Frequent elections and changing of church clerks	1	2.6
Lack of training, proper handing and taking over and mentoring	2	5.3
Technology and poor communication	1	2.6
Technology and lack of experience	3	7.9
Lack of training and leadership wrangles	2	5.3
Hitech technology and lack of training and seminars	1	2.6
Electing inexperienced members who are still new in the church	1	2.6
Lack of commitment and knowledge	2	5.3

From Table 8 above, 21.1% of the departmental heads indicated that technology and leadership wrangles are the major challenges, 7.9% indicated that technology and lack of experience are the challenges, 5.3% indicated that leadership wrangles in church and lack of knowledge, technology and illiteracy, technology and negligence of duties, lack of knowledge and support from church members, lack of training, proper handing and taking over and mentoring, lack of training and leadership wrangles and lack of commitment and knowledge. 2.6% indicated that completed forms are to be filled, lack of education and negligence of duties, lack of orientation and poor handing over, lack of orientation and proper handing over, negligence and technology, lack of experience, noncompliance, and missing clerk's training, lack of knowledge and poor training, poor communication and lack of corporation, frequent elections and changing of church clerks, technology and poor communication, hi-tech technology and lack of training and seminars and electing inexperienced members who are still new in the church are the challenges that face church clerks.

Table 9. Challenges Facing Church Clerks in their Regular Reporting

	Frequency	Percent
Negligence of the duty of the church clerk	1	20.0
The forms are too complicated to be filled	1	20.0
The Hi-tech digital mode of reporting	3	60.0
Total	5	100.0

To identify the challenges that are deterring the church clerks from performing their roles and duties satisfactorily, pastors were asked what they think as a challenge facing church clerks in their regular reporting in their districts. From Table 9 above, the majority of the pastors (60%) indicated that the hi-tech digital mode of reporting is

the challenge, 20% indicated that negligence of the duty of the church clerk and complicated forms are the challenges facing church clerks in their regular reporting.

Research Objective 4: Strategies for Equipping and Empowering Church Clerks to Perform their Duties with Effectiveness, Efficiency and Competence

Three questions of the research instruments addressed this objective of strategies for equipping and empowering church clerks to perform their duties with effectiveness, efficiency, and competence. Table 10 below depicts these strategies.

Table 10. Strategies for Equipping and Empowering Church Clerks to Perform Their Duties with Effectiveness, Efficiency, and Competence

	Frequency	Percent
Orientation and job description support from departmental heads	1	2.6
Re-election Of members, training, and orientation	4	10.5
Training and handling church meetings and seminars	1	2.6
Teamwork and attending clerk's seminars	4	10.5
Training and commitment	5	13.2
Benchmarking and training	5	13.2
Conducting training and seminars	4	10.5
Training and orientation	6	15.8
Dedication and respect among elected members	1	2.6
Training and good interpersonal relationship among leaders	1	2.6
Training and education	1	2.6
Re-election for continuity of record-keeping, more training and workshops	3	7.9
Seminars and provision of materials	1	2.6
Electing experienced people who have the history of the church	1	2.6

When elders were asked about the strategies for equipping and empowering church clerks to perform their duties with effectiveness, efficiency and competency as indicated in Table 10 above, 15.8% of them indicated training and orientation, 13.2% of them indicated training, commitment, benchmarking and training. 10.5% of the elders indicated re-election of members, training and

orientation, teamwork and attending clerk's seminars, conducting training and seminars. 7.9% of the elders indicated re-election for continuity of record-keeping, more training and workshops. 2.6% of the elders indicated orientation and job description support from departmental heads, training and handling church meetings and seminars, dedication and respect among elected members, training and good interpersonal relationship among leaders, training and education, seminars and provision of materials and electing experienced people who have the history of the church.

Improving Reporting

All pastors agreed that more seminars and orientation workshops can improve reporting practices in Sori Station of the Seventh-day Adventist Church. 60% of the pastors indicated that the seminars should be held quarterly and 40% indicated that they should be held bi-annually.

Table 11. Other Ways of Reporting

	Frequency	Percent
Employing more administrative secretaries to lessen the work of church clerks	1	20.0
Field to purchase Laptops for clerks and pastors	2	40.0
More seminars	1	20.0
Every church to adopt a digital system	1	20.0

When pastors were asked to suggest ways reporting can be improved in their district, majority (40%) indicated that the field to purchase laptops for church clerks and pastors, 20% of the pastors indicated that to improve reporting, more administrative secretaries to be employed, more seminars to be conducted and every church to adopt digital system.

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

This chapter contains a summary of the findings, conclusions, recommendations, and suggestions for further research based on an analysis of data.

Summary

The study established that the roles of church clerks are secretariat for church board and business meetings, recording of church funds, custodian of church records, membership transfers, and church policies. The study also established that church clerks are team players among the church board members, should inspire, love and impact the church members.

The study found out that church clerks have proper knowledge of their duties and responsibilities, have the ability to write minutes of the church boards, business meetings, and records of the church accordingly. Church clerks sometimes get it difficult to prepare reports. The study found that reporting system has not been good and church clerks have been using the reporting tools. Church clerks should be sending reports to the field on quarterly basis and they have the ability to increase their knowledge and skills in the duties and responsibilities. Church clerks are skilled in public speaking and have been attending the annual church clerk's seminar organized by the field/conference. The study found out that there is formal annual handing over/taking over.

The study also established that church clerk knows how to share the Christian faith with church members and equip them to share their faith, they are always not

afraid of conflict and can deal constructively with it, they manage membership transfers and correspondences well, they always conduct church board and business meetings regularly, they always display interest and enthusiasm in performing their duties, they always demonstrate exceptional leadership strength, they are always able to work in difficult situations.

The study revealed that technology, leadership wrangles, lack of experience, lack of knowledge, illiteracy, negligence of duties, support from church members, lack of training, proper handing/taking over, mentoring, lack of commitment, lack of orientation, noncompliance, poor communication, lack of corporation, frequent elections, changing of church clerks, electing inexperienced members who are still new in the church are the challenges that face church clerks. The study also revealed that the hi-tech digital mode of reporting and complicated forms are the challenges facing church clerks in their regular reporting.

The study to a significant extent proposed training, orientation, commitment, benchmarking, re-election of members, teamwork, attending clerk's seminars, workshops, job description, support from departmental heads, dedication and respect among elected members, good interpersonal relationship among leaders, provision of materials and electing experienced people who has the history of the church s strategies for equipping and empowering church clerks to perform their duties with effectiveness, efficiency and competency. Lastly, the study proposed that reporting can be improved if field purchase laptops for church clerks and pastors, more administrative secretaries to be employed and every church to adopt digital system.

Conclusion

From the above findings, the study was in a position to conclude that the roles of a church clerk are secretariat, custody of church records and funds, membership

transfers and church policies. Church clerks have proper knowledge of their duties and responsibilities. Church clerks are able to write minutes and records of the church. Church clerks have the ability to increase their knowledge and skills in the duties and responsibilities and they are skilled in public speaking. Church clerks are not afraid of conflict and can deal constructively with it. Church clerks manage membership transfers and correspondences well and are able to work in difficult situations.

The study further concluded that technology, leadership wrangles, lack of experience, lack of knowledge, illiteracy, negligence of duties, support from church members, lack of training, proper handing/taking over, mentoring, lack of commitment, lack of orientation, noncompliance, poor communication, lack of corporation, frequent elections, changing of church clerks, electing inexperienced members are the challenges that face church clerks.

Lastly, the study was in a position to conclude that training, orientation, commitment, benchmarking, re-election, teamwork, seminars, workshops, job description, support from departmental heads, respect, good interpersonal relationship, provision of materials and electing experienced people who have the history of the church are strategies for equipping and empowering church clerks to perform their duties with effectiveness, efficiency and competency.

Recommendations

Based on the results of the study, church clerks are recommended to continue with the good practice of their duties and responsibilities. The study further recommends that pastors, church board members and other Church leaders should provide the Church Clerks with the necessary materials to equip and empower the Church Clerks to perform their duties with effectiveness, efficiency and competency.

To the local Churches, Districts, Stations, conferences and higher management of the Church, the study recommends that they should organize training, orientation, benchmarking, seminars and workshops for Church Clerks to improve their duties effectively, efficiently and competently.

The following are knowledge gaps that were identified during this study:

Performance of Church Clerks, understanding of the SDA Church policy, seminars to the elected leaders and a comparative analysis between several stations of Lake Victoria Field. Therefore, a similar study is recommended to confirm the results of this study.

APPENDICES

SEVENTH-DAY ADVENTIST CHURCH

LAKE VICTORIA FIELD

REVISED SECRETARY'S STATISTICAL REPORT FROM - MONTHLY/QUARTERLY

District Church Reporting _____ Date Sent _____ Date Received _____ Rubberstamp _____

1a	1b	2	3a	3b	3c	3d	4						5				6			
	Companies/ Sabbath School	Church members hip at the beginning of the quarter	S/S attendance 2nd Sabbath	SS Attendance 7th Sabbath	church attendance 2nd Sabbath	Church attendance 7th Sabbath	Members added during this month	Members subtracted during this month	Church members hip at the end of the quarter											
							Baptism													
							Re-baptism													
							Profession of faith													
							Letters received													
							Adjustment													
							Letters granted													
							Deaths													
							Dropped													
							Missing													
							Adjustment													

APPENDIX A
TOOLS

Registration Form



Full Name-----
Date of Birth -----Location -----
Father-----Mother -----
Address ----- Address Line 2 -----
Postal Code ----- City ----- Email-----
Phone ----- Cellular ----- Work Phone-----
ID# (if required) -----ID#, Other -----
-
Education Degree ----- Occupation -----
Marital Status -----Wedding Anniversary -----Previous Religion -----
Baptism Date ----- Location ----- Baptism by -----
Conversion Method -----
Spouse -----Dependents -----

APPENDIX B

LETTERS

PR. BENSON OCHIENG'
PO BOX 65-40401,
KARUNGU-KENYA.
20TH September, 2018.

TO.

THE EXECUTIVE SECRETARY,
LAKE VICTORIA FIELD, PO BOX 578- 40300,
HOMA BAY-KENYA.

Dear Sir,

RE: MASTER OF ARTS LEADERSHIP RESEARCH PROJECT DATA COLLECTION.

Cordial greetings!

In reference to the subject above, I am an MA Leadership candidate at Adventist University of Africa. I do hereby request permission from LVF ADCOM/EXCOM to allow me conduct research in thirty-nine churches of Sori Station.

The objective of this research is to come up with a strategy that will develop competencies of church clerks for effective service delivery in Sori Station, Lake Victoria Field of Seventh-day Adventist Church.

It is my ardent hope that this request will be considered.

Thanks in advance.

Yours faithfully,

Benson Ochieng'.

Xc: Sori Station Director.

**Lake Victoria Field
of Seventh-day Adventists®**

P.o. 578 - 40300
Homa - Bay, Kenya.
E-mail: info@lvfadventist.org
www.lvfadventist.org



24th January 2019

To Pr. Benson Ochieng
P O box 65 – 40401
KARUNGU

Dear sir,

RE: PERMISSION FOR DATA COLLECTION

In reference to your request for data collection based on the research project on the topic about duties and responsibilities of church clerks in Sori station.

The LVF EXCOM voted to allow you to collect the data as from 1st October – 29th November 2018.

Be blessed.

Yours faithfully,

A handwritten signature in blue ink is written over a circular blue stamp. The stamp contains the text: 'LAKE VICTORIA FIELD' at the top, 'info.lvfadventist.org' below it, '21 JAN 2019' in the center, and 'SEVENTH DAY ADVENTIST CHURCH' and 'P.O. Box 578 - 40300, HOMA BAY' at the bottom.

Pr. Wandago Wilson
EXECUTIVE SECRETARY – LVF

-CC: LVF Officers

Adventist University of Africa
Private Bag, Mbagathi, 00503
Nairobi, Kenya.

26th September 2018.

Dear Respondent,

Pr. Benson Ochieng is a Masters of Arts in Leadership candidate pursuing his studies at Adventist University of Africa. He is currently doing research on how to develop competencies of the church clerks for effective performance on their duties and responsibilities in Sori Station, Lake Victoria Field of Seventh-day Adventist Church. Please help him by filling in this questionnaire to enable him carry out the research. Your responses will be handled with a lot of confidentiality as we consider it as an ethical consideration. Please take a few minutes to fill out the questionnaire as per your understanding

Thanks for your cooperation.

Benson Ochieng'

Researcher.

APPENDIX C

QUESTIONNAIRES

QUESTIONNAIRE FOR PASTORS

Section 1: Demographic Information

Kindly provide your personal information according to scaling system provided below by ticking one of the given answers below:

1. What is your age?
18- 25 [] 26-35 [] 36- 45[] 46 & above []
2. Sex Female [] Male []
3. Marital Status
Single [] Married [] Widowed []
4. What is your level of education?
Primary [] 'O' Level [] Diploma [] Undergraduate []
Post Graduate [] DMin/PhD []
5. How long have you been a member of the Seventh-day Adventist Church?
 - i. Below two years []
 - ii. 3- 5 years []
 - iii. 6- 8 years []
 - iv. 8 years and above []
6. How long have you been in your current District?
 - i. Below two years []
 - ii. 3-5 years []
 - iii. 6-8 years []
 - iv. 8 years and above []

SECTION 2

Use a scale of { 1-5 } and put a tick/ a mark on the appropriate answer, where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

1. How long have you been a Pastor of Seventh-day Adventist Church?
1- 5 years [] 6- 10years [] 11- 15 years [] 16 years and above []
 2. Have you been ordained? Yes [] No []
 3. How often do you send your reports to the Field?
Monthly [] Quarterly [] Bi- Annually [] Yearly []
 4. What do you think is a challenge facing the church clerks in their regular reporting in your district?
 - a) Negligence of duty of the church clerks []
 - b) The forms are too complicated to be filled []
 - c) The church clerks are incompetent []
 - d) The Hi- tech digital mode of reporting []
 5. Do you share the organizational reports with the church clerks? Yes [] No []
 6. If yes, what is their impression?
-
-

7. How often do you train your clerks on issues pertaining to their department?
Quarterly Bi-annually Annually Not at all
8. Do you think more seminars and orientation workshops can improve reporting practices in Sori Station of the Seventh-day Adventist Church? Yes No
9. If yes, how often do you think it should be?
Quarterly Bi-Annual Yearly
10. Suggest other ways, reporting can be improved in your district
- a) _____
 - b) _____
 - c) _____
 - d) _____

QUESTIONNAIRE FOR CHURCH CLERKS

Section 1: Demographic Information

Kindly provide your personal information according to scaling system provided below by ticking one of the given answers below:

1. What is your age?
18- 25 [] 26-35 [] 36- 45[] 46 & above []
2. Sex Female [] Male []
3. Marital Status
Single [] Married [] Widowed []
4. What is your level of education?
Primary [] 'O' Level [] Diploma [] Undergraduate []
Post Graduate [] DMin/PhD []
5. How long have you been a member of the Seventh - day Adventist Church?
 - i. Below two years []
 - ii. 3- 5 years []
 - iii. 6- 8 years []
 - iv. 8 years and above []
6. How long have you been in the current position?
 - i. Below two years []
 - ii. 3-5 years []
 - iii. 6-8 years []
 - iv. 8 years and above []

SECTION 2

Use a scale of {1-5} and put a tick/ a mark on the appropriate answer,

Where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

No	ITEM	1	2	3	4	5
1	I have proper knowledge of the duties and responsibilities of the church clerk.					
2	I have the ability to write minutes of the church boards, business meetings, and records of the church accordingly.					
3	Do you sometimes get it difficult to prepare the report?					
4	Do you agree that the reporting system has not been good?					
5	I have been using reporting tools for the church clerks.					
6	Do you agree that the church clerk should send reports to the field on a quarterly basis?					
7	I have the ability to increase my knowledge and skills in the duties and responsibilities of the church clerk.					
8	I am skilled in public speaking.					
9	I have been attending the annual church clerk's seminar organized by the field/ conference.					
10	Do you agree that there is formal annual handing over/ taking over?					
11	Do you agree that if the reporting tools are designed in your local language, it may improve the reporting in your church?					
12	I lack interest and have a negative attitude in the responsibility.					
13	I am always loyal both down and up in the chain of command.					
14	I live in harmony with the church doctrines.					
15	Do you agree that further orientation and training is required for the improvement of the reporting in your church?					
16	Do you agree that seminars are being conducted with the elected leaders?					
17	I agree that a positive attitude is a requirement for competence development and effective performance of every responsibility.					
18	I always care much about the church pastor, church officers, and church members.					
19	I always create open channels of communication both in speech and hearing.					
20	I am always reserved and friendly					

QUESTIONNAIRE FOR CHURCH OFFICERS (ELDERS AND TREASURERS)

Section 1: Demographic Information

Kindly provide your personal information according to scaling system provided below by ticking one of the given answers below:

1. What is your age?
18- 25 [] 26-35 [] 36- 45[] 46 & above []
2. Sex Female [] Male []
3. Marital Status
Single [] Married [] Widowed []
4. What is your level of education?
Primary [] 'O' Level [] Diploma [] Undergraduate []
Post Graduate [] DMin/PhD []
5. How long have you been a member of the Seventh - day Adventist Church?
 - i. Below two years []
 - ii. 3- 5 years []
 - iii. 6- 8 years []
 - iv. 8 years and above []
6. How long have you been in the current position?
 - i. Below two years []
 - ii. 3-5 years []
 - iii. 6-8 years []
 - iv. 8 years and above []

SECTION 2

Use a scale of { 1-5 } and put a tick/ a mark on the appropriate answer, where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5 = strongly agree.

No	ITEM	1	2	3	4	5
1	The church clerk should always be a team player among the church board members.					
2	The Church clerk is outstanding in performing his/ her, roles, duties and responsibilities.					
3	The church clerk always understands the SDA church policy and adhere to it.					
4	The church clerk should always be committed to doing his or her duties accordingly.					
5	Good church management demands the best in lay leadership.					
6	Good church management seeks not alone a man's money but also himself.					
7	The church clerk should always have a pattern of achievement when it comes to church leadership.					
8	The church clerk should inspire, love and impact the church members					

9. What are roles of the church clerk in SDA Church?

10. What do you suggest to improve competency and effective performance of church clerks of Sori Station?

11. What are the challenges that are facing the church clerks' performance in your church?

QUESTIONNAIRE FOR CHURCH BOARD MEMBERS (DEPARTMENTAL HEADS) ONLY

Section 1: Demographic Information

Kindly provide your personal information according to scaling system provided below by ticking one of the given answers below:

1. What is your age?
18- 25 [] 26-35 [] 36- 45[] 46 & above []
2. Sex Female [] Male []
3. Marital Status
Single [] Married [] Widowed []
4. What is your level of education?
Primary [] 'O' Level [] Diploma [] Undergraduate []
Post Graduate [] DMin/PhD []
5. How long have you been a member of the Seventh - day Adventist Church?
 - i. Below two years []
 - ii. 3- 5 years []
 - iii. 6- 8 years []
 - iv. 8 years and above []
6. How long have you been in the current position?
 - i. Below two years []
 - ii. 3-5 years []
 - iii. 6-8 years []
 - iv. 8 years and above []

SECTION 2

Use a scale of {1-5} and put a tick/ a mark on the appropriate answer, where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5 = strongly agree.

No	ITEM	1	2	3	4	5
1	Your church clerk knows how to share the Christian faith with church members and equip them to share their faith.					
2	The church clerk is always not afraid of conflict and can deal constructively with it.					
3	Your church clerk manages membership transfers and correspondences well.					
4	Your church always conducts both church board and business meetings regularly.					
5	Both the church board and business meetings are announced two weeks prior to the date of the meeting and all board members are served with agenda items prior to the meeting.					
6	Your church clerk always displays interest and enthusiasm in performing his/ her duties.					
7	Your church clerk always demonstrates exceptional leadership strength is always able to work in difficult situations.					

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VITA

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Children: Debbie Gracia Ochieng' & Patrick Moses Baker Ochieng'

Religion: Christian

Nationality: Kenyan

Languages: English, Swahili, Dholuo

ACADEMIC BACKGROUND

2016-2019 Adventist University of Africa, Master of Arts in Leadership

2008-2011 Bugema University, Bachelor of Arts in Theology

2004-2006 Lwanda Magwar Secondary School, KCSE

2000-2002 Sero Youth Polytechnic, Govt Trade Test Grade 3

1998-2000 Lwanda Magwar Secondary School -

1991-1998 Kopala Primary School, KCPE

WORK EXPERIENCE

2019- date Dist./Station Leader, Ruri (LVF) as an ordained minister of the gospel.

2019, 2nd March Ordained as a minister of the gospel, Lake Victoria Field_ WKUC

2017-2018 Dist. Leader, Angugo (LVF), as a commissioned minister of the gospel.

2015-2016 District Leader, Langi (LVF), as a commissioned minister of the gospel

2012- 2014 District Leader, Soklo (LVF), as a commissioned minister of the gospel

OTHER LEADERSHIP ROLES

2018- to Date- Senate Member in charge of Religion, Sori Ordeal Learning Center of Rongo University

2017-2018 Board of Management, Angugo Mixed Sec. School

2016-2018 Board of Management, Lwanda Magwar Sec. School

2015-2016 Board of Management, Langi Mixed Sec. School