

Strategies Used to Mobilize Resources for Clergy Remuneration in Anglican Church of Kenya (ACK) Embu Diocese, of Embu County, Kenya

Alexander Njue
St. Paul's University, Kenya
Email Address: alexandernjue@gmail.com

Abstract

This study sought to investigate strategies used to mobilize resources for clergy remuneration in ACK Embu Diocese. The study was carried in Nginda, Kagaari, Kianjokoma and Karungu districts, inferential statistics were obtained using SPSS. The district has a population of 278,196, with a total Christian population of ACK numbering to 25,000. The research used descriptive research design. Kerringer (1969) state, descriptive studies are not only restricted to the facts finding Kerringer (1969) state, descriptive studies are not only restricted to the facts finding but may frequently result in the formulation of critical principles of knowledge and solution but may often result in the formulation of important principles of knowledge and solution to significance problems. The study employed a questionnaire as the method of data collection. The researcher targeted a population of 300 people (clergy and laity). From the target population, a sample of 70 clergies and 120 laity people was purposively selected from the four archdeaconries. After data collection, the researcher put together all raw data and analyzed it by tabling it under respective groups of the respondent (clergy, laity and administration). At the end of analyses, the researcher presented the results in the form of tables, pie charts and bar charts from helping the readers understand the analyses in a better way. Validity and reliability were tested using pretesting methods. Validity is the accuracy and meaningfulness of the inferences, which are based on the research resource. Quota payments was the current major strategy used to mobilize resources for clergy payment. Respondents identified various strategies for mobilizing resources as decentralizing quota payments to the parish, (60% of quota to go to the diocese and 40% to pay the clergy) and by exploiting other resources available.

Key Terms: strategies, resources, clergy remuneration, ACK

How to cite this article in APA (6th Edition)

Njue, A. (2020). Strategies Used to Mobilize Resources for Clergy Remuneration in Anglican Church of Kenya (ACK) Embu Diocese, of Embu County, Kenya. *Editon Cons. J. Econ. Dev. Stud.*, 2(2), 148-158.

INTRODUCTION

Makhanu (2018) states that less developed countries commit themselves to consistently enhance domestic resources mobilization through the use of the following strategies. First internal reform, private sectors development, good governance, accountability and capacity building. Makhanu (2018) states, resource mobilization, do not only mean the use of money by its extensiveness, but also denotes the process that achieves the mission of the organization through the mobilization of knowledge use of skills, equipment, and services. It also means seeking new resources that are essential and can be used to achieve one's mission and its maximum use. Resources mobilization involves identifying the organization vision, mission and goals putting in place internal systems and process that enable resource mobilization efforts such as identifying board and staff managing effectively human material financial resources creating and implementing strategies plans that address the proper stewardship and use of existing funds on the one hand while identifying from external support loans grant, and bilateral and multilateral funding as well as technical assistance. Initially, the church in Kenya was managed by the church missionary societies (CMS).

The missionary recruited clergy and supported the ministry through oversees donations. Gradually after Kenya attained her independence, the leadership for the Africa church was passed on to the natives. The Anglican Church in Kenya adapted Henry Venn's theory of church management, namely, self-supporting, self-governing, and self-propagating (Shenk, 1985). ACK Embu Diocese has been mobilizing resources through stewardship department. In ACK stewardship committee is involved in training the Christians to give for the church ministry. According to the report of the Diocese development committee of (2011 - 2013), it is not clear whether the impact of these resources mobilization strategies has been felt when it comes to payment of clergy salaries.

An article entitled business for social responsibility, the author outlines six strategies for community development. These are needs assessment where the community begins with understanding community needs and assets and using SWOT analysis tools to identify its strength and weakness and possible threats. Opportunities are also identified for organization growth. The second step is stakeholders analysis this is about involving community participation in identifying valid representation and understanding the real issues of concern and aspiration of the organization, thirdly is defining the unique organization contribution focusing on the area where an organization can do better by ensuring the organization maximize its scarce impact from scarce resources. Fourthly, program design here capacity building and partnership should be cross-cutting them of any program design.

In Embu ACK diocese Gitari states "unlike the government which can raise its revenue by taxation the church is a voluntary organization that rely entirely on its members and well-wishers in raising funds to sustain it" (Gitari, 2005). He argues that the church is an institution whose members join voluntarily and cannot be compelled to give towards annual budget. Thus, the revenue of the church depends entirely on the willingness of the members to support its budget. Kiiru (2010) outlines four strategies of resources mobilization in the church. These include getting the most from the church members in terms of offering and donations, identifying some close friends who have ties with the church or ministry locally and abroad, encouraging sales and services which meets the needs of the congregation and establish income-generating activities and viable projects seek out diversified sources of funding. Adeng, (2007) state, "There are three types of resources which can be mobilized to provide continuous services to organization and community to become self-reliant".

According to the ACK Diocese of Embu mission statement, the diocese exists to facilitate a growing and caring

Diocese through preaching, teaching, healing and empowering all people holistically with the gospel of Christ. One of the aspects of the Embu mission statement is to meet its worker's basic needs, especially the clergy such as food, clothes and shelter. However, the majority of clergy working in the field continue to suffer from lack of financial support compared to their counterparts working in the diocesan office. Huge salary arrears and the inability of clergy working in the diocese to meet their monthly remittance which is a condition for their salary payment continue to be a challenge. Some clergy have opted to leave the ministry in search of better-paying jobs. In response to these problems, the study proposed to investigate resource mobilization strategies and management for clergy remuneration. The researcher planned to carry out a participatory investigation into the resources available within the diocese and how they are managed for clergy remuneration. The researcher also explored an alternative strategy for clergy remuneration.

LITERATURE REVIEW

Osman (2013) states, companies and organization often need funding for starting or continuing operation. There are different types of funding usually available for companies and organization. These are funding from banks' Equity, investors and donors funding. Garg and Gumbochuma (2015) state that funding for working capital requirement and merger remain a challenge in small business enterprises. Larom (1983) states that the priorities of any organization are reflected in how it uses its financial resources. Financial resources are the cash funds which fills the deficit as a result of the timing differences between a company's cash disbursement and cash receipts. For any organization to successful financial management is very important.

Olalo (2010), state the basic principle in resource identification is the knowledge that the greatest resource a community has is its people. Olalo argues that every community has its unique assets upon which the future is built. Hence it is the task of each community to discover

the available resources and put in place strategies to mobilize them. In advancing his point, Olalo discusses several strategies which could be used for resource mobilization. These strategies first have multiple funding, local sourcing before asking for external assistance, use of the creative appraisal and innovative resource. Mobilizing techniques with non- traditional development partners, recognizing the importance of non-financial resource such as time, labor, and finally building development partner's confidence through efficient delivery of commitment timeline. Chadran (2012) states, less developed countries commit themselves to consistently enhance domestic resources mobilization through the use of the following strategies.

First internal reform, private sectors development, good governance, accountability and capacity building. According to information retrieved from website quicken resource mobilization states, local communities offers an array of resources that are readily available to their local citizen. Finding and taking advantages of those resources in the area of such as health issues housing assistance child care and employment help can make life cases or help and family out of a difficult if it arises, some of the best avenues to find local resources include churches, bulletin, boards and local non-governmental organization. Rhiana recommends several steps to mobilize such resources, first evaluate individual needs to determine resources, familiarizing one with resources in the community is also necessary, secondly, connecting with local churches often offers a variety of resources for their members as well as the community as a whole. Paying special attention to the local bulletin in boards one's community advertising community resources and opportunities these are available in boards open to public posting found in school, libraries and grocery stores, utilizing local newspapers program as well.

ACK Diocese of Embu has in the past relies on traditional methods to mobilize traditional methods such as offering tithes, Harambee, sales of services. The researcher is aware

that this method exists, but they are becoming outdated. Hence the need for this research. Financial management has to do with preparing the budget, negotiating for its acceptance, and finally monitoring and evaluation (Laeven, 2003).

Keith (2010) states, financial managers should be respected as spiritual leaders. They should maintain the highest possible integrity by providing detailed financial reports to the church members to enforce checks and balances at all levels. The church, therefore, is called upon to be transparent in all her transactions. Makhanu (2018) discusses broadly the strategies for mobilizing resources for development. These are local community services, pooling work and self-help methods, and merry go round appropriation-in-straight-Aid, micro-financing institution, external loan and domestic borrowing, grant d and grants and technique assistance. First, community service, this has do with people of a specific organization arrange to do some tasks for the local community to save or reduce the cost of labor.

The community being served may be informed in advance so that they choose the area that requires service. Secondly, pooling work and self-methods, this is a part of part a systematic way of local group organization for the betterment of communities. Pooling work together with a common goal requires commitment and prescribed direction. The third strategy is a merry-go-round. Merry go round are self-help groups formed by individuals to pull their resources together to uplift their standard of life. These self-help groups acquired the name merry go round because they draw their resources for a member at a time until each and every member is served adequate the process starts again from the first members to receive the pooled resources.

The appropriate in-aids, this applies in a situation where a disaster strikes, the government authorities involved in the rehabilitation program may look for funds from various sources and finally external loans and domestic borrowing.

There six strategies used in resource mobilization according to resource mobilization and management lecture notes of 2012 (MDS). These are funding for NGOs, indigenous foundation, individual philanthropy, resources from government, building reserve funds, resource mobilization and sustainability. ACK Diocese of Embu has not exhausted the many strategies that Makhanu has outlined to be able to mobilize resource to be able to pay the clergy salaries hence the importance of this research proposal

Resource Mobilization refers to healthy financing strategies to generate resources to support or pay the goods and services used in the production and delivery of health care mayor strategies for resource mobilization include -Increase allocation form general government revenue, specially targeted public revenue using effort and contribution from donors and foreign assistance, Chawha (1997). In the past, Kenyan churches were managed by the church missionary societies (CMS).

The missionary recruited the pastors and supported the ministry through oversees donations. Gradually after Kenya attained her independence, the leadership for the Africa church was passed on to the natives. The Anglican Church in Kenya adapted Henry Venn's theory of church management, namely, self-supporting, self-governing, and self-propagating (Shenk, 1985). ACK Embu Diocese has been mobilizing resources through stewardship department. The stewardship committee is involved in training the Christians to give for the church ministry. According to the report of the Diocese development committee of (2011 - 2013), it is not clear whether the impact of these resources mobilization strategies has been felt when it comes to payment of clergy salaries. An article entitled business for social responsibility retrieved from the internet on 4.6.2013, the author outlines six strategies for community development.

These are needs assessment where the community begins with understanding community needs and assets and using

swots analysis tools to identify its strength and weakness and possible threats. Opportunities are also recognised for organization growth. The second step is stakeholders analysis this is about involving community participation in identifying valid representation and understanding the real issues of concern and aspiration of the organization, thirdly is defining the unique organization contribution focusing on the area where an organization can do better by ensuring the organization maximize its scarce impact from scarce resources. Fourthly, program design here capacity building and partnership should be cross-cutting them of any program design.

There are biblical principles for church resource mobilization strategies which include; focus on the future, capturing the vision, devising effective strategies, emphasizing, anticipating and responding to change (Kiiru, 2010). Effective strategies are not entirely new but “success is usually the result of creatively analyzing the problem and discovering a fresh way to get the most benefit from the resources you have at hand” (Kiiru, 2010). Kiiru, 2010 outlines the benefits that the church or any other organization can get by using a strategic plan to mobilize resource.

These are survival, adoption to changes, directing setting, decision making, operational efficiency, organizational renewal, organizational integration, alignment and attunement. Chikati (2009) quoting McKay, summarize strategic planning as a process of determining what other organizations intend to accomplish and how its resources must be directed towards achieving these goals in a defined period. In doing so, some fundamental tasks need to be completed, including defining a vision, a mission, and goals and identifying the stakeholders, the clients and other people whose needs are addressed. Further, an organization role in the community must be clearly defined.

There are different types of institutions where strategic planning can be used for resource mobilization example government, agencies, cities, non-profit organizations,

communities, networking and so on. Mutongu (2011) state, their six strategies important for an organization, namely, right ingredient, shared, process, environmentally sensitive, focused and directional, objective and external. Reesor (2000) state the local church must intentionally develop a corporate purpose, a corporate strategy, thus a corporate personality related to God Global cause. This strategy will enable missionaries to see themselves as jumble implementers of missionary task, but also as mobilizers of the missionary resources.

According to Miro (2010), the Seventh-day Adventist churches of Uganda use several strategies to mobilize their resources. These are; first, all successful resource mobilization depends on good preparation. According to Miro (2010), Successful mobilization of resources is 80 per cent preparation and 20 per cent asking. He argues that no church has the right to ask for any kind of support if its programme has not been planned. Secondly, concentrate on core-cost funding. This is where every church should avoid overhead costs since raising support for core or overhead cost has become increasingly difficult. Thirdly, the need to broaden the church funding base for no organization can survive on donor income alone today is necessary. The fourth strategy is that every church should realize fundraising is a people business-people give to people. Fifth, fundraising is not begging-it's allowing people to give. Sixth, giving provides everyone with the opportunity to do something that matches their interest. All the church has to do is to give the opportunity for each donor to make a difference. Seventh, every leader should take the lead in fundraising. Eight, asking face to face remains the strongest form of fundraising.

Miro (2010) goes on to say, fundraising is all about communication. No support will be given unless churches successfully communicate the need to the funding source of which the most effective communication is face to face. This is done by meeting with the prospect and discovering their interest and needs. Ninth, don't do the prospective donor's thinking for them-they want to have their input.

Donors want to be persuaded to support a programme or project. Most donors know why they want to give their support, whether the donor is an individual or organization; they have worked out the criteria for their gifts. The key to donors releasing funds is to “engage” and the donation seekers should submit the final request for support. (Kendal, 2006) outline eight steps for resource mobilization. These include case development, source identification, prospect research, plan development, cultivation of relationship, solicitation, stewardship and finally, monitoring and evaluation.

Case development is the first step in fundraising and a cornerstone of fundraising efforts. Resource identification involves an evaluation of the constituent base and target audience; research has to do with understanding the motivation and interest of prospect to determine whether you and they share an interest in the same objective. Cultivation is the process of cultivation enables philanthropist to learn about the organization, its leadership, its vision for the future, and the efficacy of its past programs. Solitation is a process that involves making personal contact, writing a proposal and following up. Steward, this is where the beneficially should continue informing them about the organization and how you are using their resources. Renewal this has to do with a donor’s repeat generosity which is maintained only when a good job is done by the beneficially of the donation or grant.

Resource mobilization strategies have a number of challenges which should be addressed for the process to be effective. First, lack of resource mobilization strategies. Secondly, only a few staff members are involved in resource mobilization. Fourth inadequate resource mobilization skills. Thirdly is limited time to focus on resource mobilization. Fourthly is over-reliance on a few traditional donors. The fifth is the inability to tap into business/income generation opportunities. The sixth and final one is the inability to mobilize in-kind (non-financial) resource. Lack of resource mobilization strategies has to do with a lack of documentation. Secondly, few staff

member involved in resource mobilization refers to lack of mechanisms for other staff to participate by contributing ideas to the resource mobilization process. Inadequate resource mobilization skills refer to the effect for both management, staff and board. Limited time to focus on resource mobilization refer to a situation where resource mobilization is not given priority-organization only think of putting some efforts in resource mobilization when the current grants are coming to an end.

On over-reliance on a few traditional donors, Kendal says that the organization fails to research for new donors. Inability to mobilize in-kind refers to lack of knowledge about the vast potential in mobilizing in-kind resources. Researching donors have to do with digging information about the possible donors and getting details of their contact. On the ability to tap into business/income generation opportunities. Some organization knows about the opportunities there is while others do not know those opportunities exist. Those applying for donation need to understand the different categories of resource provider, namely, the government, international donors, corporate sectors, foundation, philanthropic individual, organization’s income. Using the internet to identify possible donors is very important. Organizations can visit donors’ websites, subscribing to websites, researching foundation website, following corporate social responsibility pages of a big corporation make it possible for those researching for donors.

According to Kedall (2014), their four approaches to donors. These include evaluating donors 4p's which are policy, priorities, procedures, psychology, raising awareness, exploring opportunities and obtaining opportunities. After identifying donors, it is important to narrow down the list to get the best option who fit the organization searching for donation needs and aspiration of the targeted community. As one conduct the research for donors, it is important to make special notes of a mission or core values that mirror previously supported program and board or staff members with whom you have

personal network and connection. According to the Bishop of ACK Embu report given to the ordinary session of Synod (2009), symbiotic partnership is one of the strategies the diocese uses to mobilize resource for her development. The bishop discussed three practical involvement with overseas partners.

First, the Diocese has continued to enjoy a partnership with the Diocese of Chelmsford, Diocese of Bukavu in the Eastern part of Congo and the same partnership has been extended to parishes like Nembure and Ciamanda respectively. The bishop encourages partnership for parishes both internal and external for cross-pollination of ideas in development and ministry. The Diocese of Embu also uses two microfinances to mobilize resources to support her financially. This is Embu Diocese community Development Trust (EDCDT). A meeting held on 30.5.2014 received a report that showed that the microfinance had grown share capital savings amounting to Ksh 15,959,586 and was able to disburse ksh 19,468,820. This microfinance stated in 2009 had all indicators developing into a village bank and homegrown Christian initiative.

IFAD has been at the forefront in mobilizing resources for her programs. The round table “titled alternative sources and innovative modalities”: The report states that IFAD must increase funds to mobilize and administer its support for the rural poor, the report suggests that IFAD should identify sources and structures for financing its programme of work. The round table meeting had three objectives; informing IFAD thinking by exploring best practices and benchmarking, examine the channels through which banks and investors can participate in understanding such involvement and identify new partnerships that can be harnessed to put governing council’s directives into action and develop preliminary proposals for considerations by management and subsequent IFAD executive board.

In ACK Diocese of Embu, no such programs exist where the development arm of the church partners with donors to fund her projects. The development partners’ focus in

already existing projects and due to financial constraints, not much impact has been made. Tapping the partnership can be a powerful tool to mobilize resources which can reduce the financial burden placed in parishes hence the need to look into the role of partnership in mobilizing resources for church workers. Their many churches in ACK Embu Diocese where the strategic planning process is not applied and where it has been applied, churches are able to mobilize enough resources for clergy salary payment leading to effective ministry hence the importance this research proposal.

RESULTS

To investigate the strategies used to mobilize resources for clergy remuneration in ACK Embu Diocese

Respondents were, first of all, asked to identify the current strategies which were used to mobilize resources for human development in ACK Diocese of Embu. The following are the study findings from both the clergy and the laity.

Table 1 showing responses from the clergy on the current strategies used to mobilize resources for clergy remuneration in the ACK Diocese of Embu.

	Frequency	Per cent
Quota payments	30	60
Collections	10	20
Fundraisings /Harambees	10	20
Total	50	100.0

According to the responses from the clergy, 60 per cent of the income for human development such as clergy pay came from quota payments, 20 per cent of the income came from church collections, and 20 per cent came from fundraisings and Harambees. This is an indication that almost all the income came from the church at the grassroots. The table below shows responses from the laity

on the current strategies used to mobilize resources for human development in the ACK Diocese of Embu.

Table 2 showing responses from the laity on the current strategies used to mobilize resources for clergy remuneration in the ACK Diocese of Embu.

	Frequency	Per cent
Quota payments	60	50
Collections	20	16.7
Fundraisings/Harambees	40	33.3
Total	120	100.0

60 respondents (50%) responded that quota payments were a major resource which the diocese used for human development such as payment of the clergy, 16.7 per cent pointed out that collections were a strategy used to

mobilize resources for human development while 33.3 per cent pointed out that Harambee, jumbo sales was a strategy. This indicates that the major strategy employed by the diocese to mobilize resources was quota payments. The researcher sought to rate the effectiveness of quota as a strategy to mobilize resources in the ACK Diocese of Embu and obtained the following responses as indicated in the table below;

Table 3. Rating quota payments by the clergy as a strategy to mobilize resources for clergy remuneration

	Freq	%
Quota payments is a very effective strategy to mobilize resources for human development.	5	10
Quota payments is an effective strategy for mobilizing resources for human development.	18	36
Quota payment is a fairly effective strategy for resource mobilization for human development.	27	54
Quota payments is not an effective strategy for mobilizing resources for human development in ACK Diocese of Embu	0	0

The study Findings indicate that majority of the respondents 54% of the clergy respondents rated quota payment as a fairly effective strategy for mobilizing resources for human development. No respondent said that quota payment is not an effective strategy for

resource mobilization. However, only 10% rated it as a very good strategy for resource mobilization. When the same question was posed to the laity, the following findings were obtained.

Table 4. Rating quota payments by the laity as a strategy to mobilize resources for clergy remuneration

	Frequency	percentage
Quota payments is a very effective strategy to mobilize resources for human development.	10	8.3
Quota payments is an effective strategy for mobilizing resources for human development.	30	25
Quota payment is a fairly effective strategy for resource mobilization for human development.	80	66.7
Quota payments is not an effective strategy for mobilizing resources for human development in ACK Diocese of Embu	0	0

The findings indicate that 66.7 per cent of the laity rated quota as a fair strategy for resource mobilization for human development, 25% rated it as an effective strategy for resource mobilization, only 8.3 per cent found it a very effective strategy and no respondent said that it was not an effective strategy for resource mobilization. The researcher sought to obtain recommendations of both the clergy and the laity on the strategies to mobilizing resources for human development in the ACK Diocese of Embu. The study findings are as indicated in the table below.

Table 5. showing recommendations from the laity on strategies which can be employed to enhance clergy remuneration in ACK Diocese of Embu.

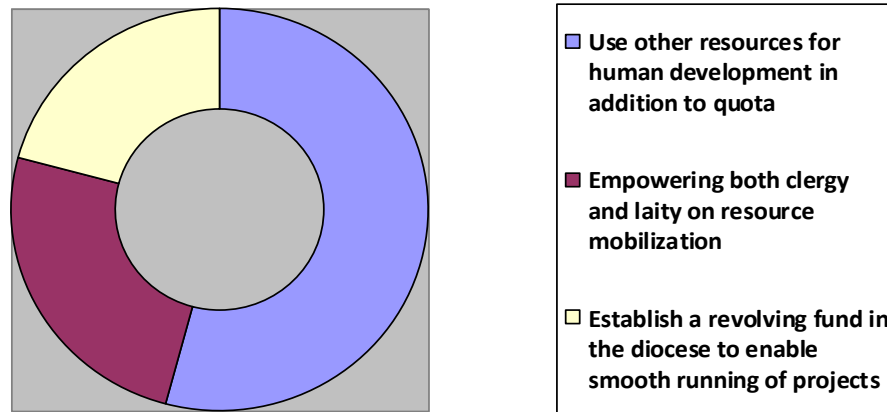
	Frequency	Per cent
Decentralize quota payments to the parish, 60% to go to the diocese and 40% to pay the clergy.	13	26
Exploit other resources available such as land, investments such as bookshops and rental houses	20	40
Prioritize all salaries both infield and office	9	18
Organize seminars/programs for capacity building for both clergy and laity on resource mobilization strategies	9	18
Total	170	100.0

40 per cent of the respondents suggested that other resources should be exploited to enhance human development such as clergy payment, 26 per cent suggested that quota payments should be decentralized to

the parish level such that 60 per cent of the payments go to the management of the diocese while 40 per cent pays the clergy at the parish level, 18 per cent suggested that the clergy salaries should be prioritized just like others in the diocese. 18 per cent of the clergy suggested that

programmes and seminars for capacity building on both the clergy and laity on matters regarding resource mobilization should be introduced and held. The pie chart below shows recommendations from the laity on resource mobilization strategies for human development.

Figure 6. Recommendations from the laity on resource mobilization strategies for human development



Study findings indicate that 65 out of the 120 respondents recommended that other resources should be used in addition to the quota for providing income for human development, 30 respondents suggested that empowering the clergy and the laity (capacity building) on resource mobilization is essential while 25 respondents suggested that a revolving fund should be established in the diocese to provide funds for the proper running of the diocese projects.

CONCLUSION AND RECOMMENDATION

ACK Diocese of Embu is endowed with resources such as land, investments and even human resources. These resources if well mobilized and managed, they would lead

to more income to pay the clergy. This would curb the problem of accumulating arrears on clergy payments which is the current scenario. The researcher sought to find out the measures which can be put in place to manage resources for clergy remuneration. The respondents gave various suggestions which included; the diocese should cut down on its expenditure by having the clergy in the office also going to the field so as to minimize the number of staff, the diocese should facilitate capacity building programmes to laity and clergy on resource mobilization strategies and also the diocese should explore the donor world and other partners in order to raise more funds to run diocese projects which would lead to getting more funds for clergy remuneration.

REFERENCES

- ACK Embu Diocese Synod report, (2010). *Meeting at St. Marks Kigari Teachers Training College. 4th Ordinary session of synod of ACK Diocese of Thika meeting on 8th and 9th St. Andrew's Pro-Cathedral and St. Mark's Muthara in Kiganjo East Parish.*
- Adeng, C. (2007). Rising money for schools in Sudan. Retrieved from <https://lincoln.wickedlocal.com/article/20090910/NEWS/309109016>
- Chawha, M. (1997). *Experience with Resource Mobilization Strategies in Fire Developing Countries What We Can Learn.* Retrieved from <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1.580.5421&rep=rep1&type=pdf>
- Chikati, J. (2009). *Resources mobilization for sustainability.* Nairobi: IFDM Gardens.
- Garg, A. K. & Gumbochuma, I. (2015). Relationship between working capital management and profitability in JSE listed retail sector companies. *Investment Management and Financial Innovations*, 12(2-1), 127-135
- Gitari. D.M. (2013). *Responsible Church Leadership.* Nairobi: Action Publications.
- Kiiru, M. (2010). *Mobilizing and Managing Resources: Foundations, Principles & Strategies.* Nairobi: Evangel Publishing House.
- Laeven, L. (2003). Does financial liberalisation reduce financing constraints? *Financial Management*, 32(1), 5-34.
- Larom, P. (1983). *A practical guide for church leaders.* Kampala: Uzima Press.
- Makhau S. K (2018). Resource mobilization for re-construction and development projects in developing countries: case of Kenya. Retrieved from <https://www.researchgate.net/publication/324088336>
- Miro, (2010). *Mobilizing the Hidden Resources.*
- Mutongu, B. (2011). *Theology of Development.* Nairobi: Academic press.
- Olalo, M, (2010). Guide to identity and mobilize under – utilized community resource. National Agriculture and Livestock Extension Programme: Sida. Retrieved from <http://www.nafis.go.ke/wp-content/uploads/2011/12/a5-resources-pdf-2.pdf>
- Osman, D. & Hasoneh, A. (2013). The Role of Organizational Marketing in the New Millennium. *International Journal of Academic Research in Business and Social Sciences*, 3 (7), 1-6
- Reesor, L. (2000). Mobilizing the local church, for a new millennium. Retrieved from <https://www.missionfrontiers.org/issue/article/a-fresh-perspective-on-mobilizing-the-church>
- Shenk, W.R. (1985). *The Contribution of Henry Venn to Mission Thought.* Anvil. 2 (1), 25-42.