The Role of Governance of Theological Education by Extension (TEE) on Performance in Kenya.

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Abstract
The purpose of the study was to establish how the governance of theological education by extension (TEE) affect its performance in the Anglican church of Kenya. The study adopted agency Theory (problem) by Jensen and Meckling (1976) and stakeholders by Richard Edward freeman (1980). A survey was done and inferential statistics were obtained using SPSP. The respondents were 4 people from the sampled 10 dioceses out of the 32 dioceses in the A.C.K. The researcher adopted stratified simple random sampling technique, which was most appropriate for the intended purpose of the research. Majority of the respondents were of the view that there was no good corporate governance of the T.E.E ministry in the A.C.K. It was observed that the corporate governance is wanting, owing to the fact that Dioceses lack structures, systems and committees from the lowest levels (Congregation, Parish, Deanary, Archdeaconary) to the highest level (the Diocese and Province). The absence of good corporate governance translates to the current performance of the T.E.E ministry in the A.C.K. The study concluded that there are no functional systems, structures, processes and committees at all levels of governance, which is a key factor to performance. The study recommended that T.E.E committees should be constituted with functional structures and systems at all levels, which includes congregations, Parishes, Deanaries, Arch deaconaries, Dioceses, and the province. There is need for empowerment and facilitation on corporate governance at all levels.

Key Terms: Theological education by extension, Anglican Church, Governance.

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1.0 INTRODUCTION

Theological Education by Extension (TEE) is an approach for Church development in terms of Spiritual and Christian maturity. If well developed and utilized, the Church can use it as an effective approach for its own development and growth. Theological Education by Extension is a method of training for Ministry in the church. It takes the teaching and learning to the people where they are (Thomson, 1990). Theological education combines self-instruction, group discussion, and practical experience (Thomson, 1990). Thomson notes that, as theological education, it is concerned with good quality training of ministers, as are theological colleges, seminaries and Bible schools, as Extension Education it is not limited to one central institution. It reaches out to those places where small groups of Christians, who need training for their service in the churches, can come together for common learning. It needs only part of the time of the learners (Thomson, 1990). It is thus a method of education, which empowers people for ministry as they continue with other responsibility and services.

It is evident that the programme was developed and adapted in the following years spreading to other parts of Latin America, India, South Africa, South East Asia and Africa (Thomson 1990). It also made in-roads into the United States and Europe, constant strong hold for traditional formal education. The programme has been staggering in some parts in Africa (http://www.forthemultitude.org/2009/09/04/a-brief-history-of-theological-education-extension/retrieved 7 Jan 2014). Therefore, it became very popular in the young growing churches that definitely required well-equipped church ministers. It is worth noting, “Christian ministry is not and cannot be restricted to the ordained ministry. Therefore, according to Stott “every baptized Christian is a minister of Christ” (Scoth, 1969:44). This argument is in line with the idea of priesthood of all believers in (1 Peter 2:9). The church in Kenya needed TEE programme in order to provide preparation and in-service training for church leaders and Christians, based on theological education.

TEE was introduced in the Anglican Church of Kenya in the Diocese of Nakuru in 1975. This was before setting up a Provincial TEE office. It later spread in an irregular and uncoordinated way to ten of the twenty-one dioceses then. There was the Parish lay leadership by extension programme (basic parish level) and the certificate course coordinated by Bob and Shirley, and Rev. Keith Anderson respectively (Minutes of Board of Theological Education Sub-committee held at Thirty College on 20th Nov. 1980). Over the years, attempts have been made to in order to enhance the performance of the ministry of T.E.E in the A.C.K.

There have been some efforts over the years to implement the recommendations, though with challenges arising from several factors. Armstrong (1996) rightly argues that factors that affect performance in an organizations’ sector are of great concern. This is the scenario in the T.E.E ministry in A.C.K. The above courses
are aimed at enhancing the ministry of the T.E.E in the Kenya. Currently there is no Provincial TEE Coordinator and Provincial Office. Currently the basic/parish level TEE, Certificate in Christian and Religious Studies (CCRS) administered by Carlile College and Diploma in Christian and Civic responsibilities (DCMCR) administered by Carlile and accredited by St. Paul's University–Limuru) are scarcely facilitated within the Dioceses in the ACK. The above courses are aimed at enhancing the ministry of T.E.E in the province.

The Anglican Church of Kenya (ACK) is committed to realizing her vision, which states as follows: “A growing caring Anglican Church boldly proclaiming Christ” and its Mission “to equip God’s people to transform the society with the Gospel” (Church diary and lectionary 2014). She has done tremendous ministry in spiritual and moral formation of the Christians over the years. The Church endeavours to enhance sound teachings of the doctrine taught to local congregations and leaders through Theological Education by Extension.

Nevertheless, although the ACK continues to sensitize Christians on the importance of the study of TEE at the Diocesan level, the uptake of the course is not commensurate with the rate at which the Christians are encouraged to join the TEE training programs in different dioceses in Kenya. The number of TEE effective programmes in the ACK is minimal and the membership is low resulting to poor governance of the T.E.E programme. The researcher resolved to establish how the governance of theological education by extension (TEE) affect its performance in the Anglican church of Kenya.

2.0 LITERATURE REVIEW

According to Karimi and Minja (2011: 87), the term ‘governance’ has its roots in a Latin word ‘gubermare’ meaning ‘to steer’ usually denoting one steering of a ship. Therefore, ‘corporate governance’ involves the function of direction rather than control. Corporate governance ensures proper direction of the organizations’ operations. The term ‘governance’ is used in relation to the way companies are directed and controlled. This means that, there is a united ground among the respective players within an organization. In this case, the stakeholders of the A.C.K should appreciate corporate governance, in order to ensure success of the church. It is evident that corporate success and social welfare are essential aspects of any organization. Whereby, collapse of corporate governance which results from weak systems suggests the irrevocable need to improve and reform corporate governance (Karimi & Minja, 2011: 90). Hence functional systems are as a result of effective corporate governance, which is one the concerns of this study.

The ideas and assumptions of corporate governance are underlined on the theory of the firm associated with ideologies originally created and constructed by company law theory and classical economics in the 18th and 19th
centuries (Letza et al., 2004). Hence, issues of corporate governance have been experienced and affected organizations for decades, possibly due to its components. Lipovec (1987) quoted by Karimi and Minja (2011:88) has defined governance as “the organizational functions;

a) Which is determined by the individual social economic system
b) Which is the source of authority in the enterprise
c) Which develops dynamiting goals, policy and other important decisions
d) To represent, preserve and develop the interest of the owners”

In his view, governance concerns itself with issues directly affected by the stakeholders’ context, allows and requires exercising of authority to ensure proper running of the organization. It is also concerned with goal setting and policy formulation as well as other important decisions which leads to the important decisions which are eventually all the above (a, b and c)are completed by (d)which focuses on representing, preserving and developing the interest of the owners. This presupposes that governance is incomplete if an owners’ interest is ignored. Currently there are cases of corporate scandals which involves high incidence of managers acting improperly through taking one resources of a firm at the ultimate expense of shareholders, which has in turn prompted the intense re-examination and scrutiny of some of the existing corporate governance practices and also considerable interest in empirical research on the effectiveness of various corporate governance institutions and mechanisms (Fan, 2004).

In order to protect the interest of the corporate shareholders organizations have no option but to move towards increased control System of governance from the top in terms of governance (Daft, 2008). Daft argues that the issue of corporate governance has been necessitated by the failure of the top executives and corporate directors to provide adequate oversight and control failed companies. Corporate governance framework, highly depend on systems for providing adequate information, which implies that the roles are clarified for all the directors in relation to executives, annual reports and annual meetings of shareholders. In order for corporate governance to be effective, the once united function of governance in two fold must be observed. This involves governance, making decisions to protect owners’ interests, and management, coordinating business activation a most efficient and effective way as well as ensuring that the set goals are attained and policies set by the governance are executed (Karimi & Minja, 2011: 88). It is worth noting that corporate ownership is credited with the strongest influence on systems of corporate governance over the ages.

As noted earlier and maintained by Cadbury committee, corporate governance is the system by which organizations are controlled and directed. This involves ascribing and allocating different roles to stakeholders to ensure effective control and direction of the organization. This is also the case for any department or
programmes within an organization such T.E.E. Karimi and Minja (2011) observe, “One approach toward corporate governance adopts a narrow view where corporate governance is restricted to the relationship between a company and its shareholders. This is a traditional finance paradigm, expressed in agency theory. At the other end of the spectrum, corporate governance may be seen as a well of relationship not only between accompany and its owners but between a company and its owners and abroad range of other “stakeholders” “its employees, customers, supplier, “among others”. Pike and Neale (2004 quoted in Minja & Karimi, 2011: 89) argues that today’s corporate leaders face the task of developing and articulating what the company is endeavouring to accomplish and to put in place relevant and adequate measures which will guarantee sustainability of the companies ultimate goals and to realize its vision and mission statement.

The vision and mission are the roadmap to the organizations’ dream. Another approach (Murithi, 2009 ibid) is that “in a company set up leadership rests on corporate governance which ensures that proper and responsive management systems are put in place in order to safeguard the interest of various stakeholders” further he describes corporate governance as the system by which organizations are evicted and controlled. The central focus according to him is the manner in which the stewardship of a corporation is exercised, it attempt to maintain as well as increase value to the stakeholders and eventually satisfy the other stakeholders.

The guiding principles in the light of development in corporate governance were designed during the organization for economic corporation and development (OECD 2004) council meeting held in 2002. They states that corporate governance involves a set of relationships between Company’s management, its board and its stakeholders. This idea is supported by the stakeholders’ theory (Abdu et al., 2009). Agency theory has one of its principle assumptions, which Suggests that the goals of the principle and the agent conflict in that they have uncompromising goals yet they belong to the same organization, which underlined the fact that their interests differ. This assumption can be applicable to the A.C.K whereby the stakeholders have varied goals, which can be accredited to the status of the performance of the TEE ministry.

The structures through which the objectives of the organization are set and the means of attaining those objectives and consequently monitoring performance as the case with ministry in the ACK can only be possible through corporate governance. It is imperative for corporate governance to establish the roles of management boards and committees with a balance of skills and experience, in relations. It is a requirement for all boards to have the capacity of independence of the management to execute their responsibilities in order to be constructive and cultivate a mature healthy relationship with the management. It is imperative for the top managers to involve all the stakeholders in key corporate governance decisions such as elections and
appointment of Board and committee members, forward their views on policy formulation, financing methods of respective departments, especially TEE in this case, and training T.E.E coordinators on TEE delivery. This is because managers have a significant role in controlling and directing the organizational members towards achievement of the organizations superordinate goals as well as objectives.

Unfortunately, should the management team fail to play their role diligently failure can occur. Again, if employees exercise over control, this can lead to damage of an organization and its various departments. All this effort is geared towards a good image of an organization. A perception of good corporate governance is an important ingredient of the organization irrespective of whether it is public, contributions are substantially reduced (Karimi & Minja, 2011:94-95). This could mean non-functioning of various departments thereby hindering the organization from attaining its goal and mission.

According to Lipman and Lipman (2006) practical corporate governance is the process of developing loss-efficient corporate governance structures for an organization and instituting best practices by weighing costs against benefits. This calls for analysis of specific risks of the organization, engaging in making cost benefit judgments and utilizing the lessons of past corporate scandals or problems (Karimi & Minja, 2011:94). In corporate governance the board must ensure there is a long term strategic plan in place, oversee implementation by the management as well as ensure there is an annual operating budget from that management including specific budget (Lipman & Lipman, 2006). In our case, there should always be a strategic plan and a budget for the TEE Ministry in order to guarantee its desired performance.

Every organization exists for a particular ultimate goal which steer heads its achievement of high performance. Corporate governance leads to development of the organization because, the corporate goal and objectives mission, vision and core values are well articulated and familiar to all the stakeholders. They also adhere to the principles of good corporate governance, which alienates transparency, accountability, honesty and empowerment as essential core values of an organization. The A.C.K constitution stipulates the way the church is controlled and directed. The Archbishop is the top executive officer at the provincial level and chairs the provincial Boards. The Bishop is the executive officer who chair all the boards and meetings as stipulated in The ACK constitution (2002). In article 4 of the constitution, he is entrusted with the power, authority and oversight of the diocese.

The mandate to delegate the power and the responsibilities to his representatives at all levels of governance is vested on him Article V111 a of the A.C.K Constitution (2002), the representatives or appointees should brief him
on the proceedings and deliberations of the respective meetings. The Bishop is the chief shepherd and spiritual leader, hence has the authority and rights of supervision; all others act on his behalf. According to Gitari (2005), the Archdeacons are appointed by the bishop to be in charge of archdeaconries whereas at the parish level, the Vicar is the manager by virtue of his/her ordination as the bishop’s appointee. The vicar should execute a pastoral role to a local congregation as a shepherd on Bishops behalf (ACK Constitution, 2002).

Corporate governance calls for harmonious relationships between the chief executive office; Archbishop, Bishops, Boards and committee, the clergy as managers and shepherds on behalf of the bishop, Christian the stakeholders. It is evident that the stakeholders have indispensable influence and contribution on the development of the church as suggested by the stakeholders’ theory. Corporate governance translates to church growth and enhancement of the performance of the TEE ministry in the A.CK, which is an approach for development in the church.

The study used the agency theory as one of the theoretical frameworks. Ross (1973) first explored agency Theory (problem) by Jensen and Meckling (1976). Its’ first detailed theoretical explanation was by Jensen and Meckling. It presupposes that the market system is organized in such a way that owners who are the stakeholders of listed companies, delegate the running of the company to the company management whereby there is a separation between the ownership and the control that has led to the “agency problem” (Karimi & Minja, 2011:90). The top managers or company management in the study refers to the church top leadership management team in charge of the church’s entire running and policy formulation, whereas the stakeholders are the Christians-TEE learners to some extent. Jensen and Meckling (1976) defined the managers of the company as the ‘principal’. He further asserted that the principal delegates day-to-day decision making in the Company organization to the directors ‘agents’.

The problem that arises because of this system or corporate ownership is that agents do not necessarily make decisions in the best interest of the principal. Therefore, the agency theory means “the agency” relationship is a contract under which one party (the principal) directly interacts with another, the agent to perform some services on behalf. Jensen and Meckling (1976) observe that the theory is based on one principal agent framework. In their view, organizations have explicit and implicit contracts along with rights. There is a visible separation between ownership(by stakeholders)and control (by management)which portrays an agent relationship between one board and the stakeholders. In one content of corporations and corporate control issues, the agency theory views the board of directors as responsible for monitoring to ensure that the problems that might arise from the principal-agent relationships are minimized and curbed (Mallin 2001).
The management teams are viewed as a governance mechanism used as a monitoring device. The agency theory suggests that boards and committees should consist of outside and independent directors. According to it, the position of the board chairperson and chief executive officer should be separate. In instances when the separation of two roles are violated, especially when the chairperson is answerable to the chief executive officer, the agency cost increases and the firm will suffer in the financial matters. In respect of this theory the church should ensure that all roles are diligently and faithfully played if the performance of the TEE ministry is to be improved in the A.C.K thereby leading to the development of the church in terms of spiritual and Christian maturity.

The study also used this theory of stakeholders by Richard Edward freeman (1980). In order to minimize any conflict of interest, corporate governance structure is placed by the company owners/stakeholders (Karimi & Minja, 2011). The reason being to protect the stakeholders who are solely in charge of the day-to-day running of the company/Organization in order to safeguard their assets from negative directions and employees (Jones et al., 2011). This theory takes into consideration a wider group of constituent instead of focusing on shareholders (Mallin, 2001). The point of referencing in examining one firm is largely on the context of a wider range of implicit and explicit stakeholders, who have legitimate expectations, urgent claims, and/or power regarding the firm (Jones et al., 2011). There are always relationships within an organization, these arises from the interactions among the stakeholders, which is indispensable. The proponents of stakeholder’s theories maintain that organization managers should be conscious of the network of relationships at their service.

Abdul et al. (2009), rightly observes that the stakeholders theory basically focuses on managerial or strategic decision making process and points to the fact that all the stakeholders have intrinsic value (deep rooted internal value), and yet no set of interests are assumed to dominate others. Therefore, all the interests are attended to independently and justly. This theory is applicable to the study due to its concern on the stakeholders’ significance in an organization. This means that the church cannot ignore any stakeholder in her ministry, in particular all the stakeholders in terms of the performance of the TEE ministry in the ACK. The church needs to address the intrinsic value of very stakeholder without assuming any interests to dominate others. This translates to the performance of the TEE Ministry and the entire church development eventually.

3.0 RESULTS
The first important aspect in this study was to establish how the governance of the T.E.E ministry affects its performance in A.C.K. The findings are recorded in Table 1:

**Table 1: Showing if there is a T.E.E Committee**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a T.E.E committee at the diocesan level</td>
<td>23</td>
</tr>
<tr>
<td>There is no T.E.E committee at the diocesan level</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
</tr>
</tbody>
</table>

**Source: Author: 2014**

The results indicated that there are T.E.E committees in most of the dioceses. The researcher further sought to find out how the T.E.E committees are constituted.

**Table 2: Shows how the T.E.E Committees are Constituted.**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Election</td>
<td>5</td>
</tr>
<tr>
<td>Appointment</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
</tr>
</tbody>
</table>

**Source: Author: 2014**

The results suggest that most of the members of the Diocesan T.E.E committee were appointed to the committee.

**Table 3: Qualifications of the Committee Members in Terms of Education.**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate in Theology</td>
<td>4</td>
</tr>
<tr>
<td>Diploma in Theology</td>
<td>2</td>
</tr>
<tr>
<td>The committee Constitutes of members with different qualifications</td>
<td>20</td>
</tr>
<tr>
<td>No response to the question</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
</tr>
</tbody>
</table>

**Source: Author: 2014**
To further find out more of the characteristics of the TEE committees, the researcher sought to find out the qualifications of the committee members in terms of education. From the study findings, 4 respondents indicated that members constituted of those with certificate in theology (14%), 2 respondents (7%) noted that the committee was constituted of members who had diploma in theology while a large percentage of respondents (69%) indicated that the committee constituted of members with different certificates ranging from certificate in theology, diploma in theology, bachelor of divinity and other qualifications.

![Figure 1: Characteristics of the TEE Committees, the Researcher Sought to find out the Qualifications of the Committee Members in Terms of Education. (Source: Author 2014).](image)

View of the Respondents on the Committee's Good Corporate Governance.

The researcher sought to find out the view of the respondents on the committee’s good corporate governance. From the responses obtained, 16 respondents (55%) were of the opinion that good corporate governance is very important, 11 respondents felt that it was important while two respondents representing 6.9 per cent of the respondents did not respond to the question. The responses are indicated below.

![View of the Respondents on the Committee's Good Corporate Governance.](image)
Figure 2: Level of Importance of Corporate Governance
Source: Author 2014

Extent to which the respondents felt that good corporate governance has been embraced in the diocese is indicated below:

Figure 3: Extent to which the Committee has Embraced Good Governance.
Source: Author 2014

Results indicate that most of the respondents (48.3%) felt that the committee has not embraced good corporate governance, 31 per cent felt that good corporate governance was embraced to a large extent while, 13.8 per cent were of the opinion that good corporate governance was very highly embraced. Two respondents gave no comments 6.9 per cent; this suggests that in most of the dioceses, good corporate governance was not embraced.

Figure 4: Existence of Good Corporate Governance are Indicated in (Source: Author 2014).
A big percentage (62.1%) did not respond on the evidence of good corporate governance in the diocese. 6.9 per cent said that there was no evidence of good corporate governance. 31.0 per cent pointed out that evidence of good corporate governance in the diocese is the existence of structures and governing systems and committees from parish to the diocese, which unfortunately lacks in the Dioceses. This is supported by Daft (2008) who asserts that in order to protect the interest of the corporate stakeholders, organizations have no option but to move towards increased control system of governance from the top in terms of governance. The researcher further sought to find out how the respondents rated the performance of the TEE ministry. The findings are indicated in the figure below.

Figure 5: Respondents Rating of the Performance of the TEE Ministry (Source: Author 2014).

Seventeen (17) respondents (58.6%) were of the opinion that the performance of the TEE Diocesan committee was poor, 8 respondents (27.6%) were of the opinion that it is good, 2 respondents (6.9%) felt that the performance was very good while 2 (6.9%) respondents did not answer. From the answers obtained, it is evident that the performance was seen by many as below average. Frequency in which the TEE committee held its meetings was an important factor to consider as the researcher tried to establish how governance of the TEE affects the performance of the ministry. The results are indicated in the table below:
From the study findings, most of the committees (62.1%) held their meetings annually, 6.9 per cent held meetings quarterly, 17.2 per cent held the TEE diocesan committees half yearly while there were those who did not hold any meetings at all. According to Boddy (2008), “corporate governance framework highly depend on systems for providing adequate information, which implies that the roles are clarified for all the directors in relation to executives, annual reports and annual meetings of stakeholders”. To find out to whom the TEE coordinator is answerable to, the question was posed to the respondents and the following responses were obtained.

**Table 4: showing to whom the TEE coordinator is answerable to.**

<table>
<thead>
<tr>
<th>Authority</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bishop</td>
<td>19</td>
<td>65.5</td>
</tr>
<tr>
<td>TEE diocesan committee</td>
<td>3</td>
<td>10.4</td>
</tr>
<tr>
<td>board of education</td>
<td>5</td>
<td>17.2</td>
</tr>
<tr>
<td>No answer</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td></td>
<td>29</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2014

According to the findings, the respondents seemed not to understand to whom the diocesan coordinator is answerable to 65.5 per cent said that the coordinator is answerable to the bishop, 10.3 per cent said that the coordinator is answerable to the diocesan committee, 17.2 per cent said that the coordinator is answerable to the board of education while 6.9 per cent did not respond.
Twenty point seven (20.7%) of the respondents were of the opinion that performance of TEE in the diocese were excellent, 27.6 per cent regarded the performance as good, 31 per cent found the performance fair, 6.9 per cent found it poor while 13.8 per cent did not give their view on the performance of the TEE ministry in the dioceses.

Table 5 Nature of TEE Governance in the Diocese

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No TEE governance in the diocese</td>
<td>9</td>
<td>31.0</td>
</tr>
<tr>
<td>The governance lacks committee to run the department in the parishes, deaneries, archdeaconries’</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>No response</td>
<td>18</td>
<td>62.1</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author 2014

From the research findings, 31 per cent of the respondents felt that there is no corporate governance of the TEE ministry in the A.C.K, 6 per cent were of the opinion that the corporate governance is wanting as it lacked structures from the parishes all the way to the diocese. The largest number of the respondents gave no answer to the question. In order to find out the extent to which corporate governance affects performance of the TEE
ministry in the diocese, the respondents were asked to rate that extent 44.8 per cent of the respondents were of the opinion that corporate governance affects performance of TEE ministry very highly, 24 per cent said that corporate governance affected the performance highly 6.9 per cent said that corporate governance affected the performance very little while 24.1 per cent did not answer. This shows that majority of the respondents agree to the fact that corporate governance has a significant role to play in the performance of TEE ministry. The findings are shown below.

Table 6: Extent to which Corporate Governance Affects the Performance of the TEE Ministry in the Diocese

<table>
<thead>
<tr>
<th>Extent to Which Corporate Governance Affects</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>very highly</td>
<td>13</td>
<td>44.8</td>
</tr>
<tr>
<td>Highly</td>
<td>7</td>
<td>24.2</td>
</tr>
<tr>
<td>very little</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>Did not answer</td>
<td>7</td>
<td>24.1</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author 2014

Table 7 shows responses on the factors affecting the TEE ministry in the Dioceses

<table>
<thead>
<tr>
<th>Factor</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>lack of proper governance</td>
<td>20</td>
<td>69</td>
</tr>
<tr>
<td>Lack of budget to run the TEE in the diocese</td>
<td>8</td>
<td>27.6</td>
</tr>
<tr>
<td>lack of enough personnel</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author 2014

The major factor pointed out from the study is lack of proper governance. This was suggested by 69 per cent of the respondents 27.6 per cent of the respondents felt that lack of proper budget to run the TEE ministry was also a factor affecting the TEE ministry while 3.4 per cent suggested lack of adequate personnel. These findings point out that proper governance is essential for proper running of TEE ministry. This is supported by Karimi and Minja (2011) who asserts that “collapse of corporate governance, which results from weak systems suggest the irrevocable need to improve and reform corporate governance”.

Table 8: Responses on Corporate Governance in the Diocese.

The respondents recommended the following on corporate governance in the diocese.
The study findings indicate that 37.9 per cent of the respondents recommend constitution of T.E.E committee and establishment of functional systems and structures at all levels, which includes Congregations, Parishes, Deaneries, Arch-deaconaries, Dioceses and Province, 27.6 per cent of the respondents indicated that there is need for empowerment and facilitation on corporate governance at all levels and 34.5 per cent said that there should be adoption of policy document on corporate governance.

According to study most of the respondents comprising 44.8 per cent were of the opinion that corporate governance affects the performance of the T.E.E ministry very highly, 24.1 per cent asserted that corporate governance affected the performance of the T.E.E highly 6.9 per cent of the respondents said that corporate governance affected the T.E.E performance very little, while 24.1 per cent did not respond. In the light of the above findings evidenced that corporate governance plays a significant role in the performance of the T.E.E ministry. The researcher found out that good governance is concerned with relationships from top to bottom, which requires committees, systems and structure at all levels of governance. ACK should therefore consider strengthening its governance systems ranging from committee set up to how the mandates are carried out by the staff concerned. Lack of proper governance of the T.E.E ministry was identified as a factor leading to the status of the T.E.E ministry. There are no functional systems, structures, processes and committees at all levels of governance, which is a key factor to performance.

### 4.0 CONCLUSIONS AND RECOMMENDATIONS

**Conclusion:** Majority of the respondents were of the view that there was no good corporate governance of the T.E.E ministry in the A.C.K. It was observed that the corporate governance is wanting, owing to the fact that Dioceses lack structures, systems and committees from the lowest levels (Congregation, Parish, Deanary, Arch-deaconary) to the highest level (the Diocese and Province). The absence of good corporate governance translates to the current performance of the T.E.E ministry in the A.C.K. Thus, it is important that the A.C.K embrace the fact that good governance enhances healthy relationships at all levels of management, which creates synergy among the stakeholders and leads to effectiveness and efficiency of departments and organizations at large. It stipulates the delegation of tasks/roles, the chain of command and ensures proper
running of the organization, as well as the institutionalization of the programmes. The respondents were not sure of whom the T.E.E coordinator was answerable to, based on the diverse responses on the issue. This disclosed one of the effects of lack of good governance of the T.E.E in the A.C.K other than noting lack of committees, systems and structures, the respondents displayed some degree of ignorance of the operations of the entire programme. In essence, majority of the respondents agree to the fact that good governance plays an indispensable role in the performance of the T.E.E ministry in the A.C.K.

**Recommendations:** In order for the T.E.E ministry to be successful, effective and efficient at any level, corporate governance should be embraced. T.E.E committees should be constituted with functional structures and systems at all levels, which includes congregations, Parishes, Deanaries, Arch deaconaries, Dioceses, and the province. There is need for empowerment and facilitation on corporate governance at all levels. This ensures healthy relationships which helps in defining roles and establishing clear chain of command within an organization. Ownership and responsibility leads to enhanced performance. Hence, the A.C.K should consider adopting a T.E.E policy document on corporate governance in order to improve the status of the performance of the T.E.E ministry in the A.C.K.

**REFERENCES**


