

NAIROBI EVANGELICAL GRADUATE SCHOOL  
OF THEOLOGY

*An Investigation into the Factors That Influenced Numerical  
Growth of Kimbo All Nations Gospel Church in  
Kenya From 2000 to 2007*

BY  
JOYCE M. MBUGUA

*A Thesis Submitted To The Graduate School in Partial  
Fulfillment of the Requirements for the Degree of Master  
of Arts in Mission ni Studies*

JULY, 2008

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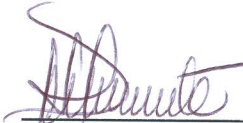
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## **Student's Declaration**

AN INVESTIGATION INTO THE FACTORS THAT INFLUENCED  
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CHURCH IN KENYA FROM 2000 TO 2007

I declare that this is my original work and has not been submitted to any  
other College or University for academic credit

The views presented here are not necessarily those of the Nairobi  
Evangelical Graduate School of Theology or the Examiners.

(Signed): Joyce  
Joyce Muthoni Mbugua

July, 2008



## **ABSTRACT**

The purpose of this research was to shed light into the factors that influenced numerical growth of Kimbo All Nations Gospel Church from a congregation of about 500 in 1994 to 2,500 in 2007. One of the major reasons is because many churches struggle with the issue of church growth. Many churches remain small despite many years of existence. By bringing these factors to light, such churches will be able to compare their methods with the methods used at Kimbo All Nations Gospel Church and thus be able to determine which methods can work best for them.

The research was carried out using qualitative method of research where 30 participants were interviewed using open ended and semi structured questions. After the findings were analyzed it was discovered that the major factors that caused numerical growth in the church were effective leadership, effective departments, evangelism, mission and follow-up, good administration, committed membership and good church activities. Effective leadership emerged as the major factor that influenced other factors of numerical growth.



**TO**

My late father:

**WILLIAM MUGI:**

Who was dear to me and sacrificed a lot to see me through my studies. He went to be with the Lord while I was doing my undergraduate studies.

And

**DANIEL MBUGUA**

My dear loving husband

Who has been an inspiration and an encouragement for me to be able to finish my studies and make this thesis possible.



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Let the joy of the Lord be your strength as you endeavour to encourage others. May His peace fill your hearts day and night, as you walk with the Lord in the Light of His word, you will find that he'll lead you in His paths. Ps. 23: 3

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## **CHAPTER 1**

### **INTRODUCTION**

Kimbo All Nations Gospel Church is one of the churches of P.E.F.A Church in Kenya. Its situated in the outskirts of Nairobi City about 3 Kilometers off Thika Road at Githurai roundabout.

The Church has its foundation back in 1976. It begun as a home fellowship and under a tree. By God's grace the members under the leadership of Pastor Reuben Ondongo were able to buy a small plot but continued to worship in a member's house. In 1987 the members rented a house at Kimbo Village which became a worship centre. The membership by then was about 26 people. In 1988 the members under the leadership of Pastor Samuel Mutiso built a small church of about 150 people. The church continued to grow albeit at a very small pace and by 1992, the membership had reached 200 people.

In 1994, Rev. James Gudoj Wesonga became the Pastor of the church. The church begun to realize numerical growth and there was need to extend the sanctuary to accommodate 500 membership.

By 1998, the membership had risen to about 1,500 people. This rapid growth made it necessary to think of plans to build a new sanctuary. This was built and completed by 2004. The current membership is about 2,500 people. This has made it necessary to hold 2 worship services. There is an English service from 9.00 a.m – 11.00 a.m. and a Kiswahili service from 11.00 a.m – 1.00 p.m.



It is with this background in mind that the researcher was prompted to carry out this research. The researcher sought to investigate Kimbo All Nations Gospel Church in order to discover the factors that have influenced numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007. The researcher's study was to find out what influenced growth in this church as far as leadership, church structures and programmes are concerned. The findings to the issues the researcher raised came from literature studied and from the interviews that were conducted from the leaders and regular church members for the last seven years.

#### Problem Statement

This was a study of the factors that influenced the numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007.

#### Purpose of the Study

This study attempted to investigate the factors that influenced the numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007 and their implications to Ministry.

#### Significance of the Study

This study had three fold significance. In the first place the findings will help the leadership of the Kimbo All Nations Gospel Church, know what factors have contributed to numerical growth so as to maintain growth. Secondly, it will serve as a resource material for other All Nations Churches in Kenya. Thirdly, it will serve as a resource material for all those mission minded individuals who may be interested in the factors that promote church growth.

### Research Questions

1. What were the major factors that influenced numerical church growth at Kimbo All Nations Gospel Church from 2000 to 2007?
2. To what extent did these factors influence numerical church growth at Kimbo All Nations Gospel Church from 2000 to 2007?
3. In what ways did the church structure of Kimbo All Nations Gospel Church affect the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007?

### Delimitations and Limitations

The study confined itself to interviewing and observing the current members and those leaders who have served in the last seven years.

The research also confined itself to numerical church growth as opposed to other types of growth such as conceptual growth and conversion growth. The collection of data through church documents were confined to available church documents. This is because the church office did not have all relevant documents as required by this kind of research e.g. statistical figures of attendance etc.

The researcher limited herself to attend at least four worship services for observation and was able to meet her interviewees. The researcher also attended other church meetings and forums for observation.

### Definition of Terms

In this study the following terms were used as follows:

**Numerical growth:** This refers to the increase of membership of the church in terms of numbers.

**Leadership:** A team of people entrusted with the role of governing the people and giving direction to the church.

**Pastor:** In this case refers to the head of the church in terms of providing guidance with the assistance of the leaders.

**Church:** The word 'church' in this study means a group of believers assembled in a local fellowship.

**Membership:** The word membership in this study refers to born again Christians who are regular attendants of this particular church and are involved in meeting all financial obligations such as tithes and offerings.

**All nations:** This name represents the denomination to which the church belongs.

**Kimbo:** Refers to the place where this congregation is located.

**Role:** The function or task or duty of someone in an undertaking.



## CHAPTER TWO

### REVIEW OF LITERATURE

The literature reviewed in this thesis was related to the topic of research. The literature was available at the library of Nairobi Evangelical Graduate School of Theology. Part of the literature was accessed from the internet. The aim of this review was to shed light on the topic of the research which was the factors that influenced the growth of Kimbo All Nations Gospel Church from 2000 to 2007. The Literature reviewed captured factors concerning the need for church growth, the Church structure, the role of the pastor, leaders and the members.

#### The Need for Church Growth

There is a great need or necessity for the church to grow because it has been commissioned to preach the gospel to the whole world until the end of the time. Math 28:18 ....And as Pointer says “The Church is at the centre of God’s plan and purpose for the universe and is “the appointed means of spreading the Gospel.” (1984, 20) He further says “the commission to make disciples is a call for church planting, and the basic mandate for church growth.” (1984, 25).

God requires churches to grow. Emphasizing on this fact. Werning says, “It is God’s will that the church grow – that His lost children are found. The good shepherd, who gave himself for the sheep is pleased only when we watch and work for health and growth of the fold” (1977, 12). Commenting on numerical growth of a church, Wiseman says: Gospel quality, the real kind attracts people and thus produces a crowd.” (1979, 132). Growth is expected of every church.

According to Pointer, numerical growth may occur in any of the following ways: Biological growth which occurs when a child is born into a family of believers and thus automatically becomes a member of the church to which the parents belong. The second type is transfer growth. This takes place when a believer moves from one church to another due to various reasons e.g. change of residence, change of workplace etc. Restoration growth is the third type of growth which takes place when Christians who were once backslidden turn back to the Lord and thus rejoin the church. The last type of growth that Pointer mentions is conversion growth which occurs when new believers come to the Lord. This type of growth occurs when the church is active in evangelism. Whichever the type of growth, every church is expected to grow. Supporting this view, Wiseman argues:

Growth is part of the nature of the church; a reproductive quality was built into the church by God. He means for the church to be larger next year than it is now. God expects new families to be saved. He means for the church to grow faster than its own natural birth rate. It is his will for the church to have a gain every year (1979, 133).

In order for a church to grow, there are several factors which combine to make this a reality as Pointer indicates. Some of these factors include: Inter-community factors, the extraordinary activity of God, Local Church factors, Local community factors and intra-church factors. Pointer (1984, 31 – 41). Inter-community factors are those factors which involve the culture of the people in a given church. The church is bigger than one community and thus people's cultures cannot be ignored. Inter-church factors, as Pointer says may have a great influence as far as numerical growth is concerned. These come up because the church is related to several other churches by denomination or ecumenical groups or organizations. The local church factors are factors that are within the church e.g. the prayer life of the church, types of sermons, the type of leadership which is in place etc. These will influence growth in a church.

Lastly the local community factors are factors that are within the community or locality within which the church exists e.g. political affairs that may cause people to move. There are times when people have moved due to tribal clashes, their homes have been demolished etc. Extraordinary activities of God involve activities where the spirit of God produces rapid growth. There are times when God in his own way may bring a revival that may affect the numerical growth of a church. Churches can grow because the world is full of people who are hurting for one reason or another and the church should provide a place where such needs are met. Commenting on the above view, John W. Ellas in his article 'Double Your Growth Rate', says, "People are not coming to church out of curiosity, they are coming because they have hurts and life struggles, and they need help."

### ***Church Structure***

The researcher and other researchers have observed that growing churches have organized structures upon which they are governed. Pointer (1984, 115) gives the following suggestions as elements that represent a good structure that leads to growth. These include:

Jesus Christ as the head

In order for a church to grow it must recognize that Jesus is the head of the church and this is in line with Romans 10:9 and Ephesians 1:22. In such a church all the activities of worship usually have an aim of acknowledging the Lordship of Christ. Members of such a church which acknowledges the Lordship of Christ are usually faithful and obedient to God's word and that is why such a church grows.



### Leadership for growth

Pointer says that 'A church will only reach the goal of growth when it follows the pattern and order given by God. (1984, 118) Christ appoints and equips leaders who in turn equip the members for the ministry of the church (Eph. 4:11 – 16).

Leadership in the kingdom of God under the reign of Christ may be defined as the God given ability to govern people of God in such a way that they voluntarily follow God's will and fulfill his plans (Rom. 12:8) leaders in such a church are to be good examples, teachers, shepherds, managers and servants.

### Edification of believers

The key to edification in the body of Christ according to Pointer is having good relationships. According to Pointer (1984, 124) the work of edifying the church belongs to God who uses the word and the spirit for this purpose. Believers must be encouraged to use the gifts that God has given them and also love one another. The best way of creating these good relationships is to organize different activities for different sizes of groups e.g. small groups (cell groups) the whole church (congregation) or a big congregation made up of Christians from various churches.

### Evangelizing unbelievers

This is a very important element as far as church structure is concerned. Evangelism generally contains three types of activities. These are: presence activities, proclamation activities and persuasion activities, Pointer (1984, 130).

### Relationship to neighbourhoods

Neighbourhoods influence people in a variety of ways. This is because people's way of thinking is influenced by the neighbourhoods they stay in addition to urban life as a whole. In order to be more effective a church has to understand the neighbourhood life. According to Claerbaut (1983, 62) neighbourhoods serve a

variety of functions, including influence on children, adult social comfort, physical safety and harmony with the surroundings. In addition to the above, the church should act as a training school for discipleship. The church is a place where both old and new Christians are encouraged and equipped for good works. According to Paul in Ephesians 4:8 – 16, this is a place where believers first have to change to reflect the glory of God. This will then be followed by God providing men who have the potential to edify the church. (Towns, Vaughan and Seifert 1981, 248). The effect of this is that church is united, has a lot of knowledge of Jesus and also reflects maturity and growth. The result of good discipleship will have positive influence on the neighborhood.

A church that has worship as a centre of structure is a church that can grow. The most important function of the church is not to meet the needs of the members but to worship God. (Towns, Vaughan and Seifert 1981, 250).

The church worships God because it is a servant of God and its strength depends on its congregational worship. Another way of looking at it is that the church is God's house of prayer. (Isaiah 56:6 – 8) and God is calling upon everyone to come and worship in the house of prayer.' (Tippet 1970, 11). This call includes the neighbourhood that has been influenced by the church.

### ***Role of the Pastor***

The word pastor means a person who is accountable to God concerning His people and is required to teach, encourage, unite and help people know and use their gifts and everything else that will encourage them to grow in their faith (Wagner 1979, 144).

Wiseman says,” a Christian pastor must be a committed follower of Christ and have the grace of God. His assignment is rooted in biblical truth, the history of the church is filled with the importance of his work”. (1979, 32).

He further says ‘As a preacher, the pastors unique work is to apply the word of God to concrete contemporary situations. His congregation needs to encourage him to be a person of forthright moral courage. The church and the world need to hear him speak insightfully for good and decisively for evil. His positive and challenging preaching is to be heeded. (Wiseman 1979, 32).

“When the pastor sees the possibility of growth and actively works for it. He has Church Growth eyes” (Pointer 1984, 685). The researcher has also observed that the above statement is true of the churches that are growing. Pointer points out that ‘Pastors of growing churches not only see mankind from God’s mission. They see what great things God has done in the past is doing in the present and will do in the future. They have vision and faith for the growth of their churches. Like William Carey, they “expect great things from God and attempt great things for God.” Their vision is not blinded by the pressures of the Ministry or blurred by the problems in the church, but based upon the promises of Christ, who will build his church. Matt (16.18).

Since the church has many programs, priorities have to be set right for effective church growth. Anderson points out that ‘A pastors role can be clarified and multiplied if he will give his time to enlisting and training workers, motivating workers and coordinating the church calendar.’ (1985, 51).

The researcher has also observed that when the pastor of the church allows others to participate in church, a lot is achieved. Jethro, Moses’ father-in-law advised



Moses to delegate when responsibilities seemed to overwhelm him Exodus 18:15 –

24. A pastor who delegates to responsible men will be effective in God's work.

When the pastor of a church has a good vision, the church is able to realize its mission. Shaw observes: "pastors who actively seek to fulfill God's vision for their ministry are a treasure for the church. They are leaders driven not by a need for self-aggrandizement or ego gratification but by a burning desire to see God's will done to its fullest." (1997, 128)

In his book 'The purpose driven Church, Warren Rick advises the pastors "Explaining your churches purposes to people before they join, will not only reduce conflict and disappointment in your church, it will also help some people realize they should join another church because of philosophy or personal taste." (1995, 93)

The researcher has observed that the above is true. If the pastor is honest to explain his vision and the purposes of the church, people will either immediately identify or move to another church. This ensures maintenance of people who become members of the church.

Warren further says that another great strategy in realizing church growth is to "grow the church from outside rather than from the inside out" (1995, 138). The researcher would agree with this view because traditionally pastors focus on church that is small and often times spend a lot of energy on the affairs of this small group. This eventually makes it very difficult to accommodate the crowd that is outside. The small group also builds a clique that is very sensitive and unaccommodative to outsiders. But as Warren says the large group from the community can be taught within the church and will eventually grow into a strong church.

The researcher has observed a lot of things that pastors do and other that they don't do but are expected to do. It's necessary to know what the role of a pastor is in

church growth. Bradbury (1984, 134 – 137) points to the following as some of the roles of a pastor in the church.

1. He is the Church's Ambassador to the Community.

A pastor usually has a major part to play in the community because people in the community may come to him for help even if they are not members of the church.

2. Leading From the Front.

A pastor is expected to be an example to both the leaders and the members of the church.

3. Leading From Behind.

A pastor is expected to help the members and also groups in the church to grow into maturity and realize their full potential. Groups if not supported by the leadership of the church may be destroyed by internal conflicts or external pressure. The pastor has to be a shepherd leader. He has to make sure that the flock is well fed, watered and protected against the enemy. Acts 20.28 – 31. Just as a shepherd is expected to lead the sheep in green pastures and water to drink, the pastor as a shepherd has this kind of concern for the church.

The researcher observes that the pastor is a key person in the team of leaders either to grow the church or to hinder its growth.

Beasley-Murray (1990, 180) lists Peter Wagner's six qualities of a good pastor. These are:

1. The pastor must be a hard worker. Most pastors who are effective share one common characteristic of being remarkably hard working.
2. The pastor must be flexible. Church growth means constant change. Ask God for a person who knows when to change in the light of contemporary challenges.

3. The pastor must be a good preacher. He must be able to communicate well.
4. The pastor must be a possibility thinker. Possibility thinkers know how to turn problems into opportunities. Faith sets the direction, possibility thinking discovers creative ways of getting the job done.
5. The pastor must be a leader. Look for a person who is called to be out front.
6. The pastor must be a person of faith. A person of faith is focused on tomorrow rather than yesterday. Setting goals come naturally to such a leader.

### *Leaders*

Leadership in any church is very important. For a church to realize numerical growth, effective leaders are required. Pointer observes that “Growing churches always have effective leadership. They have leaders who get the job done.” (1984, 66).

Leadership training is necessary for leaders who are visionary and ready to carry out Jesus’ command. Training is crucial as Clinton argues: “A leader who wishes to have long term influence will need to learn how to implement change.” (1988, 89)

The research has observed that Jesus called twelve disciples and for three years He trained them before sending them into the world. Leaders should be people who meet biblical qualifications (1 Tim. 3:1 – 7). The Bible points out these qualifications. Leaders who are appointed should be shepherds of the flock of God. Acts 20:28. “Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God which he bought with his own blood.” Leaders should be able to address themselves to the needs of the members and be able to move with them to great heights of success; “Leadership



Churches that grow have this type of a leader who spends his/her time in preparing teachings that help those in the church and also attract others to the church.

The second type of a leader is a protective father. Such a leader is keen to know the flock and what the flock is doing and takes time to identify individuals and their problems. He also prays to God with them whenever there is a need. The brother leader is the one who moves through the lives of the members with sympathy and empathy. He is available for the flock at every area of their lives. He knows their inner hurts and felt needs. He can easily identify with them.

The effective manager is the other type of a leader. This one is an effective administrator and thus able to manage the affairs of the organization or church. He/she puts things in order and the church stays focused. Gibbs further summarizes the qualities of a good leader as follows:

1. A good leader should be able to foster good relationships and build up a cohesive team. Such a team can be developed by encouraging and empowering members to practice their gifting.
2. A good leader should be able to influence others in a sense that he has the ability to make his congregation move in a direction that he wants it to move.
3. A good leader should inspire confidence. For a leader to do this, he must be sure of where he is going and leading the congregation and this will encourage the rest of the congregation to have confidence in him and follow.
4. A good leader must simply lead in the sense that he must be able to strategize on what needs to be done in leadership and actually lead.
5. A good leader should be gifted with perception in the sense that he is able to analyze a situation or problem from different perspectives and thus be able to solve the problem.

All the above qualities will translate into a leadership model which was depicted by our Lord and Saviour Jesus Christ. He was a humble leader who depended on God for his leadership. John 13:3 – 5.

### ***Members.***

Anderson describes a growing church as:

A growing church is one where new persons are welcomed and made to feel a part of the fellowship. A growing church is one in which meeting the needs of people is more important than the inconvenience of change that may be required to meet those needs. A growing church is one in which the bible is taught and preached under the guidance of the Holy Spirit and people are invited to respond to God's invitation to salvation. (1985, 18)

Wiseman attaches great value to the members when he says: "But the human resources of the church, next to the grace of God are the most precious asset that any church possesses. These people resources must be listed, developed and used." (1979,53).

The researcher has also observed that in many churches, the lay man have been ignored in the process of growing churches. Nelson argues: "many Christians do not know a lot of theology, but they know that before they were sinners and now that they have forgiveness and peace." (1995, 87). These lay men and women through witnessing can bring many people to Christ. They need to be trained to do evangelism, for sermons alone cannot train people to do personal evangelism ( Nelson 1995, 87) Christ can enable and bless them as they attempt the common tasks so that everyone senses the difference that His presence and spirit are making .Miller observes:

The difference Christ makes is never more evident than when he enables brethren to get along together and when he lists interpersonal relationships above intrigue pettiness and scheming politics. Christ longs to reveal himself in their lives. He transforms home transforms the familiar to enable them to do the old task with new power and to cause men's hearts to stir within them as they simply walk and talk by the way. (1958, 89).

Braun (1971, 128) gives various suggestions for involving the members of the church in growth process. They are part of the church and thus should not be left out in church growth.

### Evangelism

This is a very important role of the members of the church. A church which is able to make its members participate in evangelism is able to grow. According to Braun the members can be equipped through preaching and prayer. The clergymen can be trained on how they can equip the members for ministry (Braun 1971, 133). It is also important that the members of the church are assured through sermons, literature produced by the church or conversion that it is all right for them to go for evangelism and even start new churches. Members should be encouraged even if they make mistakes.

#### 1. The technique of withdrawal

In this technique, Braun (1971, 132) says that the pastor withdraws tactfully from conducting certain activities in the church. This according to Braun gives room for other members or upcoming leaders to participate in running activities or programs in the church. As Christians gain more experience in coordinating the programs and activities, they become better in doing the job and therefore the pastor is able to concentrate on other important matters.

#### 2. Participation

This is a strategy to involve as many members of the church as possible in the church activities e.g. formation of cell groups or small groups within the church. This enables more members in the church to be involved in leadership. This is good for the church because it makes it grow further. As more members begin to utilize their gifts,



they begin to manifest the presence of Jesus within either the church or the community.

### 3. Preserving original zeal

According to Braun (1971, 128) the best way of preserving zeal in the church is by using new converts. One advantage of using new converts is that they are usually more zealous than old converts. New converts are also closer to non-believers than old converts in the sense that they still have ties with non-Christian friends. A strategy of making these new converts grow is to allow them to have their own meetings where they can conduct the meetings themselves. They can also be given other responsibilities according to their ability and potential.

### Summary of Literature Findings

Jesus promised followers to build His church on a sure foundation and “on this rock I will build my church and the gates of Hades will overcome it”. Mathew 16:18. This assurance by Jesus also given to would be church builders shows that a church can grow despite difficult circumstances. Jesus has given His church the assurance that as long as He is the foundation of a church, growth will be realized.

The literature in this chapter that was important for the research included the elements of a growing church and different types of church growth. The role of a pastor, qualities of a good leader and the role of members in the growth of the church were also taken into account. Since a church will not exist in isolation, the role of neighbourhood church was also considered.

## CHAPTER 3

### METHODOLOGY

In this chapter the objective was to explain the necessary procedures and methods that were used to conduct field study, gather data, analyze and report. This included basic research design, research strategy, entry process, population definition, instrument design and methods of data analysis.

#### Basic Research Design

The researcher used a qualitative research design that is descriptive in nature. This involved description, recording, analysis and interpretation of the data collected. According to Creswell, qualitative research:

Is an inquiry process of understanding based on distinct methodological traditions of inquiry that explores a social or human problem. The researcher builds a complex, holistic picture analyses words, and reports detailed views of informants and conducts, the study in a natural setting. (1998, 15).

In qualitative research, the researcher seeks to learn from the participants in the study and develops forms (protocols) for recording data as the study proceeds (Creswell, 2002, 55). He further says that examples from these forms interview protocol which consists of four or five questions and an observation protocol in which the researcher records notes about the findings from the interviews.

Qualitative research unlike other methods of research recognizes that every case is unique and requires in-depth attention. This is seen from the fact that the

researcher goes to the field with an open mind ready to receive answers from the field. This type of research is not concerned with having straightforward, a right or wrong answers.

### Qualitative Research Strategy

There are five types of qualitative Research Strategy. These are: Biographical life histories, phenomenological research strategies, grounded theory research strategies, ethnographical research strategies and case studies. The researcher in this study chose to use the grounded theory strategy .(Creswell 1998,27).

### Grounded Theory Strategy

The grounded theory strategy was chosen because it was more appropriate for the topic of research which was factors influencing the growth of Kimbo All Nations Gospel Church. The strategy helped the researcher to develop theory out of the data collected from the research. Grounded theory involves collecting data from the social situation, putting the data into categories (Creswell 1998, 151) and then trying to show the relationship between these categories after which the researcher develops a theory concerning these categories.

Creswell (2003, 14) says that this type of strategy has two main features. These are constant comparison of data with emerging categories and theoretical sampling of different groups to maximize the similarities and the differences of information.

### Entry Process

In order to carry out data collection the researcher obtained letter of introduction from the Academic Dean of Nairobi Evangelical Graduate School of Theology to the senior pastor of Kimbo All Nations Gospel Church. The letter



allowed the researcher to get permission to conduct the study in the church. Once the approval had been granted by the Senior Pastor, the researcher commenced with the research. The letter also explained what the research was all about and how it could benefit the church and acted as a letter of permission to request the church to provide church documents such as church registers and membership records that were useful to the researcher.

### Population

Population according to Mugenda and Mugenda (2003,9) refers to an entire group of individuals ,events or objects having a common observable characteristics. The population was inclusive of men and women, the youth and children. The population consisted of three groups of people. These were the leaders among them the Senior Pastor, the current members of Kimbo All Nations Gospel Church and members of the community around the church. The leaders who were considered as informants are those who offer direction to the church in all matters of church life and selected regular church members who have attended church for the last seven years..

### Sampling of Population

Creswell commenting on the approach to sampling recommends, “Selecting a random sample in which each individual in the population has an equal probability of being selected” (2003, 156). Creswell (1998, 56) recommends a theoretical sample of 20 – 30 individuals. If the saturation point has been reached and no new data is being discovered the researcher is allowed to stop even if the individuals being interviewed have not reached the recommended number. The researcher sought to know the role the selected leaders might have played in promoting numerical growth and also what the members knew about their role and the role of their leaders.

For the selection of the interviewees the following were considered:

Senior Pastor: since he is the general overseer of the whole church

3 church elders who are in the church board and thus at the level of policy making.

2 leaders of the Youth and Women ministries in the church. These are in a position to influence the affairs of the church.

14 members who have been in the church for at least two years and above.

10 non-Christians surrounding the church that helped to show the relationship between the church and the community surrounding it. A total of 30 people were interviewed.

The purpose of interviewing the senior pastor, the 5 leaders and 14 members was to find out why they joined the church and have remained up to date. One of the purposes for interviewing non-Christians in the community was because they have answers as to why the church was growing or not growing. According to McGavran (1980,153),” non-Christians may either admire Christians for one thing or another while some may not admire them.” These reasons were considered causes of numerical growth.

### Instrument Design

Three types of data collection were used, interviews, observations and church documents.

#### *Interviews*

Creswell (1998, 124) gives three types of interviews: telephone interviews, focus group interviews and one-to-one interviews. The researcher in this study used both the focus group interviews and the one-o-one interviews. The focus group interviews was used on young members of Kimbo All Nations Gospel Church. Young

people participate more when in groups rather than when asked questions individually. One-to-one interviews were used on the older members of the church; the pastor, the leaders and members of the church and also the non-church members of the community. The interviews included semi-structured and open-ended questions.

### ***Observations***

The researcher visited Kimbo All Nations Gospel Church for about four Sundays. The researcher's purpose of the visit was to observe the way Sunday services and other meetings are conducted, the way the members of the church carry their affairs in the church and the way the members of the church interact with the members of the community. The researcher observed other activities that were useful to the research. The researcher met the respondents in their natural environments, carried out interviews, made observations and obtained other relevant information. The researcher was able to meet with the respondents in their natural environment and make observations which would have otherwise either been too sensitive for the respondents to discuss or forgotten in the data collection (Creswell 2003, 188).

### ***Documents***

The researcher studied documents such as minutes of meetings, church budgets, church bulletins and other church publications. According to McGavran (1980, 14) budget distribution are particularly useful because they help the researcher to identify where the emphasis of the church is. Emphasizing on the importance of documents Creswell (2003, 187) says that they are useful and convenient to the researcher because they help the researcher to know the kind of language that the participants in the research are familiar with, they can be obtained at any time, and the



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information they reveal is refined in the sense that the participants have taken time to prepare them.

### Data Analysis Procedure

According to Mugenda and Mugenda (2003, 203) data analysis in qualitative research is the process of bringing order, structure and meaning to the mass of information collected. The data analysis involved three steps. These were open coding, axial coding and selective coding. Open coding involves putting the information gathered into different categories. The process of putting this information into different categories continued until a saturation point had been reached. Properties were identified within the categories and dimensions within the properties. The purpose of these according to Creswell (1998, 151) is to divide the categories into smaller groups.

Axial coding according to Creswell (1998, 151) is calling a theoretical model that shows how the categories in axial coding are related. The researcher then proceeded with selective coding where the theoretical model was refined.

### Validation/Verification

Reliability and validation of data is very important as far as the research is concerned. According to Mugenda and Mugenda (2003, 95) reliability is the measure of the degree of which a research instrument yields consistent results or data after repeated trials. Validation is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. In order to ensure verification of data in this research, the researcher obtained data from various sources for comparison purposes. These are interviews, observations and documents. In order

to ensure verification of the data in this research, the researcher employed validation procedures such as member-checking, triangulation and auditing (Creswell 2002, 281)

To ensure reliability the following steps were taken:

1. Different types of data collection and analysis methods were used to ensure accuracy.
2. Data collection and data analysis were written down in a clear and comprehensive manner. This helped making the picture clear to anyone who is interested in finding out what methods the researcher was using.
3. The project was carried out with the consultation of an Academic Advisor.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION OF THE FINDINGS**

The Purpose of this research was to investigate the factors that influenced the numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007. This was done with the aim of making Biblical recommendations to the church leadership on how the church can experience further numerical growth. The research was carried out through interviews with the senior pastor and other leaders of Kimbo All Nations Gospel Church, members of Kimbo All Nations Gospel Church and members of the community around the church. This was done using open ended and semi-structured questions.

#### Data Analysis

The researcher administered the interview questions to participants from whom 14 were members of Kimbo All Nations Gospel Church, the senior pastor, 5 leaders and 10 members of the community. The following research questions were used.

1. What were the major factors that influenced numerical church growth at Kimbo All Nations Gospel Church from 2000 to 2007?
2. To what extent did these factors influence numerical church growth at Kimbo All Nations Gospel Church from 2000 to 2007?

3. In what ways did the church structure of Kimbo All Nations Gospel Church affect the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007?

The data was analyzed in response to the above research questions.

**Response to research question I: What were the major factors that influenced numerical church growth at Kimbo All Nations Gospel Church from 2000 to 2007?**

For proper analysis of the data collected from the field, it was placed under different small categories according to the responses from the interviewees (see appendix G) These included Evangelistic explosive team, conferences, weekly meetings, home cell fellowships, social activities good church services etc.

The above categories were placed in the similar and broader categories such as effective leadership, evangelism good administration etc. eventually these categories formed the factors that influenced the numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007.

The findings indicate that the factors that were responsible for the numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007 were:

1. Effective leadership.
2. Evangelism, Missions and follow-up.
3. Good administration.
4. Church activities and meetings.
5. Effective departments.
6. Committed members.

From the table below its evident that the most prominent factor that caused numerical growth in the church was evangelism missions and follow-up with 53 entries followed by effective leadership with 45 entries, church activities with 43

entries, effective departments with 38 entries, committed members with 35 entries and lastly good administration with 34 entries.

The table below gives a summary of the responses of leaders (L) members (M) and members of the community (COM M.) concerning the factors that caused the numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007.

Table 1: Factors that influenced numerical growth at Kimbo All Nations Gospel Church from 2000 – 2007.

<b>Effective departments</b>	<b>L</b>	<b>M</b>	<b>COM. M</b>	<b>TOTALS</b>
Women Fellowship	2	5	0	7
Sunday School	3	10	5	18
Music Group	1	5	3	9
Youth Group	1	3	0	4
				<b>38</b>
<b>Evangelism, Mission and follow-up</b>				
Evangelistic Explosive Team	4	14	5	23
Conferences and seminars	2	8	2	12
Helping the needy	4	10	4	18
				<b>53</b>
<b>Good administration</b>				



Table 1 (continued)

Community oriented projects	2	10	5	19
Training e.g. of pastors	4	2	0	6
Church bulletins	2	5	2	9
				<b>34</b>
<b>Church activities</b>	<b>L</b>	<b>M</b>	<b>COM.M</b>	<b>TOTALS</b>
Good church services	4	8	3	15
Home cell fellowships	2	10	0	12
Prayer and other meetings	1	4	0	5
Social activities e.g. weddings	1	4	4	9
				<b>43</b>
<b>Effective leadership</b>				
Visionary senior Pastor	4	12	5	21
Committed church elders and other pastors	3	0	0	14
Cultivating gifts and talents of members	2	8	0	10
				<b>45</b>
<b>Committed Members</b>				
Active members	2	5	1	8
Committed to prayers	4	9	2	15
Committed to giving their resources	2	10	0	12

Key: L represents Leaders, M represents Members, and Com. M. represents members of the community.

From the findings it's quite clear that the leaders, the members and the members of the community view various factors as having contributed to numerical growth of Kimbo All Nations Gospel Church.

**Factors that Led to the Numerical Church Growth of Kimbo All Nations Gospel Church According to the Leaders.**

The findings reveal that according to the leaders the factors that were responsible for the growth of Kimbo All Nations Gospel Church included effective leadership, effective departments, Evangelism, missions and follow-up, good administration, committed members and good church activities. The most prominent factors according to the leaders were evangelism missions and follow-up (figure 1).

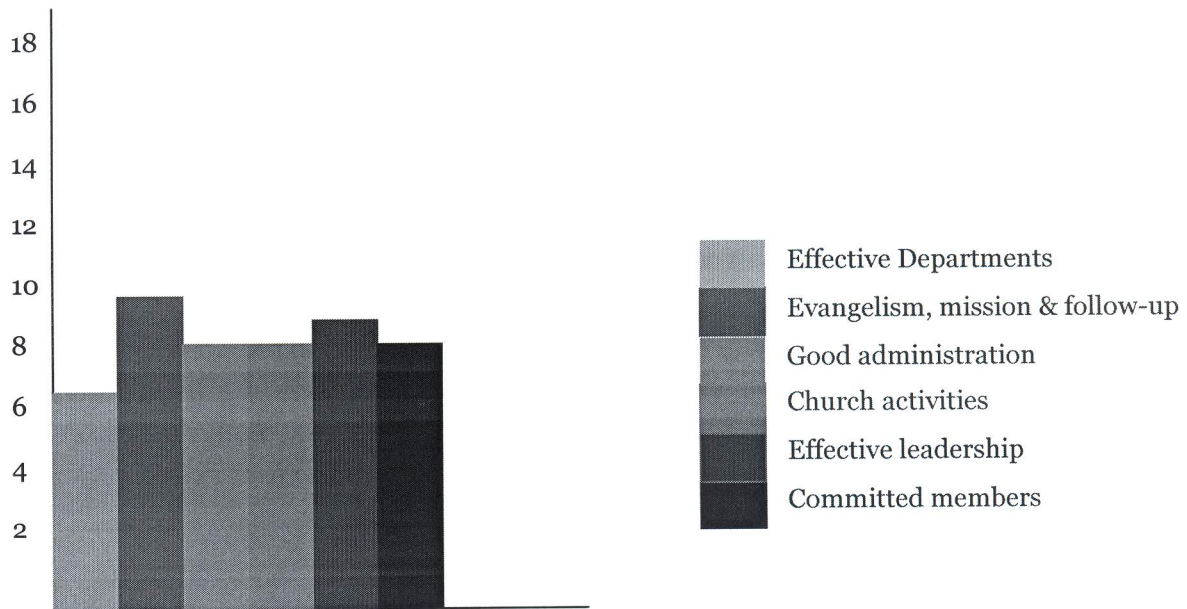


Figure 1: Factors that led to the numerical growth of Kimbo All Nations Gospel Church according to the leaders.

### Factors that Led to the Numerical Growth of Kimbo All Nations Gospel Church According to the Members.

The findings reveal that according to the members, the factors that were responsible for the growth of Kimbo All Nations Gospel Church included good church activities, committed members, effective leadership, good administration, effective departments and evangelism missions and follow-up. The most prominent factor according to the members was evangelism, missions and follow-up (figure 2)

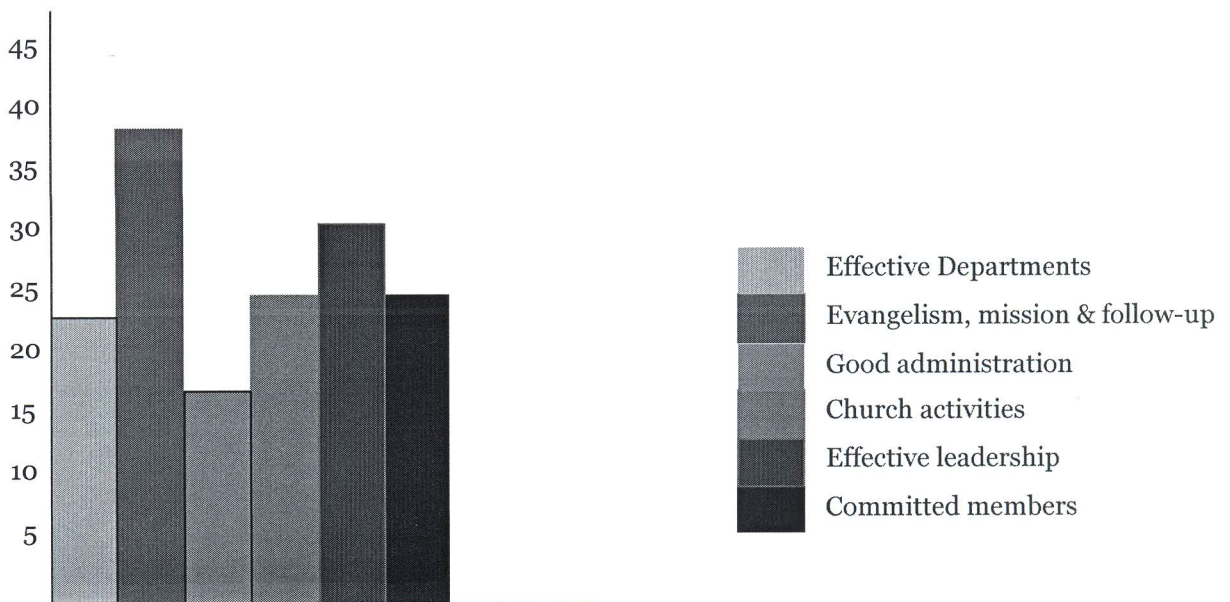


Figure 2: Factors that led to the numerical growth of Kimbo All Nations Gospel Church according to the members.

### Factors that Led to the Growth of Kimbo All Nations Gospel Church According to the Members of the community.

The findings indicate that according to the members of the community, neighbourhood approach by the members of Kimbo All Nations Gospel Church is quite good. According to the members, community oriented projects by the church are an attraction to the people around the church Both the computer and dress making class have benefited many people in this region. The members also mentioned the



Sunday school which is attended by a number of their children. Some of the neighbors have ended up being members in this church due to the influence of their children. The evangelistic outreaches that are organized by the church have been impressive. The missions that e targeted the community have also benefited a number of them. Some people in the neighbourhood have also benefited from the projects by the church leaders e.g. bicycle project.

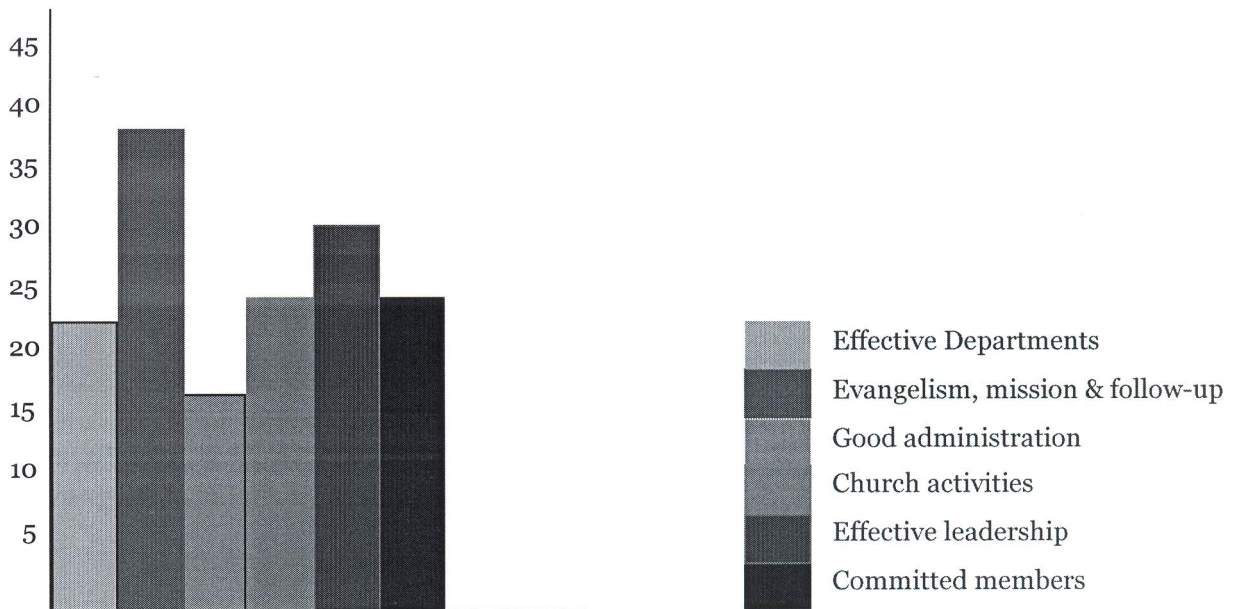


Figure 3: Factors that led to the numerical growth of Kimbo All Nations Gospel Church according to members of the community.

### ***Summary of the Findings of Research Question 1***

The findings indicate that the most prominent factor that led to the growth of Kimbo All Nations Gospel Church from 2000 to 2007 was evangelism Mission and follow up (Table 1) These evangelistic endeavour such as Evangelistic explosive Team has done a lot. These teams are responsible for reaching out in door to door outreach. They also engage people to reach out to persons. The EE Team organizes training for members of the church and according to most of the people interviewed many have been reached through this method. Missions such as those that target the needy in the society including people of the community around the church have also been effective. Missions in form of conferences which are held in areas that are lacking in evangelism have also helped a lot e.g. the bicycle program.

### **Response to research question 2: To what extent did these factors influence the growth of Kimbo All Nations Gospel Church from 2000 to 2007? Evangelism, missions and follow-up**

The findings indicate that one of the reasons why Kimbo All Nations Gospel Church grew from about 500 to 2,500 members was Evangelism. Most of the members interviewed said that the Evangelistic explosive team has been quite effective in reaching out.

Those that are trained also train others for evangelism. From the findings its quite clear that members of Kimbo All Nations Gospel Church have been taught to be faithful in responding to the Great commission “Therefore go and make disciples of all nations .....” Mathew 28:19

The members through Evangelism explosive have been active in reaching out and making disciples of all nations. The church has a mixture of many ethnic groups in Kenya which indicates this response. According to many interviewees, those that are evangelized come to church. Here they are taught the word of God and a lot of

follow-up is made. They are taught according to the Great Commission “teaching them to obey everything I have commanded you”. Matt. 28:20. One to one evangelism has been used and has had great results in the neighborhood. 4 church members that were interviewed actually got saved during such evangelistic outreach.

The findings also indicated that one of the reasons why there was growth in the church was because evangelism was emphasized from the pulpit. The leaders also participated in many evangelistic outreaches.

The evangelistic explosive team taught members how to reach out to their colleagues. The findings indicated that most young men in the church had been evangelized by their friends in the team. This has led to growth in the church.

Missions according to the findings are also organized in many areas including regions beyond the church’s neighborhood. Such missions involve a lot of money which is freely given by members in the church. This kind of spirit has encouraged many who have felt that they need to be part and parcel of such undertakings.

According to the findings the church members are encouraged to fully participate in evangelism. According to Braun, members can be equipped through preaching and prayer and the clergymen can be trained on how they can equip the members for ministry (Braun, 1971, 133). Its also important hat the members of the church are assured through sermons, literature produced by the church that it is alright for them to go for evangelism. This will eventually lad to numerical growth in the church.



## Effective leadership

Power defines good leadership as ‘God given ability to govern people of God in such a way that they voluntarily follow God’s will and fulfill his plans. (1984, 55). According to the findings, these are the type of leaders found in Kimbo All Nations Gospel Church. These kind of leaders become effective in their work and thus a church realizes tremendous numerical growth. According to some interviewees the type of leaders in Kimbo All Nations Gospel Church are committed to the Lord Jesus Christ and the church. Their personal lives are in good order. The leaders appointed in Kimbo All Nations Gospel Church are shepherds of the flock of God.” Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God which he bought with his own blood”. Acts 20:28.

According to the finding, these are the type of leaders found in Kimbo All Nations Gospel Church and thus numerical growth is realized. Another element which has helped bring numerical growth in Kimbo All Nations Gospel Church is that leaders are able to recognize and cultivate gifts and talents among members. According to the findings 6 pastors are currently being trained for leadership in various Bible Schools across the country. This indicates that leadership recognizes talent and trains people for effectiveness. Leadership training is necessary for leaders who are visionary and ready to carry out Jesus’ commands. Training is crucial as Clinton urges “A leader who wishes to have long term influence need to learn how to implement change (1988, 89). Even Jesus called twelve disciples and for three years He trained them before sending them into the world.

According to the findings leaders are also accessible to the members. This was very motivating to the members since they could interact with the leaders and receive help when in need. According to one interviewee,” I had just come once to check out

what kind of a church it was but the kind of love that I witnessed emanating from the leaders to the members won me over to this church.”

The senior pastor has a welcoming spirit and actually the gift of pastor. He is humble and even when visitors are asked to remain behind he personally creates time for them.

Whenever new people come to the church for any meetings they were welcomed nicely and felt a sense of belonging. There no segregation and leaders expressed a lot of humility in the way they conducted themselves. This kind of an element is a drive towards numerical growth of a church. Many people detest leaders who are aloof and are not concerned with members or visitors welfare.

Another element in the leadership which has attracted more people into the church is the multiethnicity of the church. Leaders make all people to feel welcome despite their ethnic groups. According to one interviewee, there are about 19 ethnic groups represented in the church. There are very many people who have come to the church because there is no discrimination of people on basis of ethnic background. Even outsiders are able to recognize this kind of unity in the church. This was actually witnessed during the post election skirmishes that rocked most parts of the country. The leaders according to one interviewee welcomed even outsiders who were from diverse ethnic groups. Many even came for food and clothing and for other needs. Some were counseled by leaders of various departments in the church. This kind of spirit leads to numerical growth in the church. The above is in line with Eddie Gibbs' description of a good leader “a good leader should be gifted with perception in the sense that he is able to analyze a situation or a problem from different perspectives and thus be able to solve the problem.” (Gibbs 1981,56).

The findings also indicate another factor that caused growth in the church was a visionary pastor. When the pastor sees the possibility of growth and actively works for it; he has church growth eyes, (Pointer, 1984, 685). Pointer further says that pastors of growing churches not only see mankind from God's mission, they see what great things God has done in the past, is doing in the present and will do in the future. They have vision and faith for the growth of their churches. According to one leader, the pastor has a great vision and the other leaders are ready to support his vision. This has made numerical growth of the church Kimbo All Nations Gospel Church possible. When a pastor of a church has a good vision, the church is able to realize its mission. Shaw observes "Pastors who actively seek to fulfill God's vision for their ministry are a treasure for the church. They are leaders driven not by a need for self-aggrandizement or ego-gratification but by a burning desire to see God's will done to its fullest (1997, 128)

The findings also indicate that the Senior pastor of Kimbo All Nations Gospel Church is actually a church ambassador to the community. Two of the interviewees in the community stated that they don't know other people apart from the senior pastor. The senior pastor usually has a major part to play in the community because people in the community come to him for help even if they are not members of the church. He actually acts as an example to both the other leaders and the members of the church.

#### Effective departments

The findings indicate that effective departments was another factor that caused numerical growth in the church. There are various departments which are active and efficient.

According to one Sunday School teacher, the children in the Sunday school are taught many things which win their souls to Christ and eventually to the church.



The Sunday school is organized in such a good way as to become attractive to the other children in the neighborhood. The children are encouraged to bring their friends to the church. According to the teacher, through Sunday school parents are encouraged to become members of the church. One member interviewed said that she became a member because all her children left her former church and joined Sunday School at Kimbo All Nations Gospel Church. She had no choice than to follow her children and eventually becoming a member of the church. However Sunday school teaching is hampered by the fact that the classes are too large There is need therefore to build more classes to accommodate children of all ages.

The findings indicate that the youth department has contributed greatly to the numerical growth of the church. The youth department has a young pastor who is able to interact freely with the youth group. According to some interviewees the leadership in the youth department has been effective in organizing youth related programmes which are quite effective. Actually majority of the members in the evangelistic explosive team are youth members.

The youth Ministry was also hospitable to its visitors. Many who visited the church for the first time are encouraged to come back due to the welcome they receive.

However the youth department has also had set backs which has caused many to leave Kimbo All Nations Gospel Church. One of these setbacks was the time set for their meetings in the course of the week. One of the interviewees indicated that majority of the youth people work in Nairobi City and are back home past seven o'clock. This makes them miss the weekly meetings which make them feel detached.

Another set back according to the findings is that majority would want to be fully involved in the activities on Sunday and other days. Some felt that their talents

are not fully exploited. The youth are the leaders of tomorrow and church with many youth people can boast of strength. If the church is to experience growth the affairs of the youth have to be checked. More forums for the exploited of talents and gifts should be created for the youth.

According to one of the members of women department, the ladies have also contributed significantly to the growth of the church. The ladies clean and decorate the church. The ladies are also instrumental in interceding for the church. They have taken it upon themselves this major responsibility of praying for the leaders and others in the church and the Nation. The ladies also organize for all the weddings that take place in the church. They cook, decorate and literally take care of everything needed to make weddings in the church as a success.

The monthly meetings that these women have been of great help. They are taught on relating with their husbands and children and leaders in the church. The prayers that they hold during these meetings. One major setback; too many women to few committed affairs of women checked.

The findings also indicate that the music department has been instrumental in the growth of the church. The praise and worship team, the choir, FBC (Friends bound by Christ) are all in the music department. According to one interviewee, she was won over to the church because of singing. The music by this department has attracted very many people into the church.

According to Pointer, when music is relevant to the culture of the people of the community many of them are attracted to the meetings in that church. 1984, 73 The singing groups in the church are committed to their ministry and are disciplined. The music attracted many people from the neighbourhood who came in to listen and then got saved. These new converts in turn invited their friends to the church. One of

the interviewees from the neighbourhood stated that the only thing which could lead her to Kimbo All Nations Gospel Church was the music. Anointed music using anointed instruments can be instrumental in numerical church growth.

However, the instrument crew should be more flexible to give room for utilization of talents by more youth members. The findings also indicate that another factor that caused numerical growth at Kimbo All Nations Gospel Church was good administration. There are permanent offices within the church and strong team of workers that made it possible for all the matters concerning the church and the members to be sorted out within the church. A member or visitor who comes to the church is attended by the senior pastor or other pastors available in their offices. Whenever people feel that their needs are met they love the church and this eventually will lead to numerical church growth.

#### Good administration

The findings also reveal that the projects such as computer, dress making etc have significantly contributed to the growth of the church. These projects attract people from the community who are not Christians. This becomes a good avenue to preach the gospel to the non-Christians in the community.

The bicycle program initiated by the leaders has also benefited many people within and without the church. This becomes a means of earning an income by the beneficiaries who become members of the church or its ambassadors within the community.

The findings also indicate that the buses that have been bought by the church have significantly contributed to the growth of the church. The buses are usually hired by members of the community and leaders also help the needy in their plight e.g. funerals. According to one interviewee, the beneficiaries of this kind of help ended up



being members of the church. They or their relatives are won over by the generosity by the leaders of the church.

Leadership training especially training a team of pastors has also been instrumental in numerical growth of Kimbo All Nations Gospel Church. Braun says “the pastor withdraws tactfully from conducting certain affairs in the church” (1971, 132) This according to Braun gives room for other members or upcoming leaders to participate in running activities or programs in the church. The findings indicate that pastors who are being trained have been instrumental in church growth. They are able to help in various departments since the church is large and has many programmes. When the pastor of a church allows others to participate in church, a lot is achieved. Jethro, Moses’ father-in-law advised Moses to delegate when responsibilities seemed to overwhelm him. Exodus 18: 15-24. A pastor who delegates to responsible men/women will be effective in God’s work.

Another element that caused growth was the church bulletin. According to some interviewees, the bulletins attracted new members who came across it. Visitors who come to the church carry copies of the bulletin and these become a source of achievement to many people outside. Those who are not able to attend church on Sunday are enabled by the advertisement to some during the weekly meetings, such attendance has been instrumental in the growth of the church.

Another contribution according to one interviewee was the magnificent sanctuary. According to the senior pastor plans are underway to extend the church.

#### Committed membership

The findings also indicate that another factor that caused growth at Kimbo All Nations Gospel Church was the presence of committed members. The members were committed to the church. The members were also committed to giving in form of tithes



and offerings. They meet the financial needs of the church. According to the senior pastor, during the construction of the current sanctuary the leaders and members committed themselves to giving that very little was required from outside the church due to members' commitment. This is because the members felt that Kimbo All Nations Gospel Church is their church and therefore could do anything to support it.

The findings also indicate that there was a lot of unity in the church and members loved each other. This fellowship is enhanced through home cell groups where people interact and get involved in each other. Members in each cell group know one another and feel committed to each other's welfare. Some interviewees said that they became members of Kimbo All Nations Gospel Church after interacting with neighbours during such meetings. The interviewee said that the cell group reflects warmth which in return attracts many to the church. This has indeed contributed significantly to the numerical growth of the church. This love and unity according to the findings is also reflected during weddings that are held in the church. The members and especially the ladies support the couple. They become a great encouragement to the young people. The married couples in turn show the same love to other young couples getting married. Because of this love, the children born to the married couples automatically become members of the church. One interviewee supported this view by being evident of a product of such a couple. According to the findings, weddings held in this church also attract very many people in the neighbourhood. Some interviewed said that everyone including the street children and young people attend without being discriminated upon. People get saved during the weddings and others after witnessing the joy expressed by the members of the church get attracted and eventually join the church. According to some members of the

community who were interviewed during the research, the members of Kimbo All Nations Gospel Church are good people who are quite welcoming.

The findings also indicate that another element that caused numerical growth was that the members and leaders are prayerful. This is because as the members pray before going for any activity that involves taking Christ to the community, the Lord uses them to minister greatly. 'Prayer can bring new converts to the church and also make them firm in their faith' (Pointer 1984, 59)

According to the findings, the church has people who are active and committed in their various departments. For instance those that are in the music department organize themselves, are committed and quite active in the group. Each group or department according to some interviewees is strong due to committed membership. Members in the church feel valued and supported by the church leadership and thus they are not much affected by internal conflicts or by external pressure. This condition in the church led to numerical growth of the church.

#### Church activities

The findings indicate that one reason why Kimbo All Nations Gospel Church grew numerically was the presence of good worship services, prayer and other meetings in the church. According to one interviewee, the two worship services held one Sunday are lively and the preaching of the word is powerful. The messages are relevant to the congregation and mainly focused on faith, hope and love. The senior pastor has messages which are seasoned and highly balanced. The guest speakers and the other pastors also preach messages which are enriching and lead the members to growth in spiritualism. According to one leader some people including himself attend both services because they are quite enriching. Even the evening prayer meeting is well attended because the messages preached are full of truth of the word of God.

According to the findings the senior pastor invite speakers who are well prepared to preach in seminars and revival meetings. The many people who hear the preaching or who have visited the church for the first time are attracted and won over by these messages. This in return has led to the numerical growth of the church.

The findings indicated that apart from preaching, the worship service was led by anointed singers. The choir, the praise and worship team and friends bond by Christ sing anointed songs which pull people into the church. The instruments crew according to another interviewee is also instrumental in the numerical growth of Kimbo All Nations Gospel Church. During such worship service, people are filled with the Holy Spirit and empowered to live more faithfully for God.

Home fellowships were also instrumental in numerical growth of Kimbo All Nations Gospel Church. Home fellowships were made up of people from the same neighborhood. In Kimbo All Nations Gospel Church home fellowships were considered to be the first churches before the main church. According to one interviewee, home fellowships were the only answer in such a big church as Kimbo All Nations Gospel Church. During these meeting people get saved and become members of the church. One interviewee testified to have been saved in such a meeting and eventually becoming a member of Kimbo All Nations Gospel Church.

According to the senior pastor, home fellowships have a pastor; home fellowships have a pastor who oversees the working of these fellowships. The pastor goes to the fellowship to encourage the people. The leaders of the home fellowships also encourage people.

The findings also indicate that the main activity in the church is prayer. According to one interviewee from the community, the church has people who pray. There are prayers in the morning, at lunch hour and also in the evening. An



impromptu visit to the church indicated the truth of this matter. There is always someone praying in the church. The church bulletin advertises a series of prayer meetings in the course of the week. The members according to one interviewee have a passion for prayer and especially intercessory prayers. Prayers for the nation are frequently held and especially after the post election conflicts that rocked the country. The presence of intercessory and other groups of people who aware seriously praying has contributed greatly to the numerical growth of Kimbo All nations Gospel Church.

According to one interviewee, social activities such as weddings, concerts and carol services held in the church have contributed to the numerical growth of the church. Many people come to the church to witness such events. Some who are not saved receive Jesus Christ in their lives. Others join the church after witnessing the joy and the fellowship radiated by the members.

### ***Summary of the Findings of Research Question 2***

The findings indicate that effective leadership was a very crucial factor that influenced the other factors of numerical growth at Kimbo All nations Gospel Church. From the findings it's evident that because of effective leadership, evangelism, missions were effective. Members were highly motivated to carry out church activities and attend meetings regularly. Effective leadership has been instrumental in creation of departments in the church that are active and put in place administrative structures that are good. Effective leadership has also encouraged commitment in the members in all ways. The relationship between effective leadership and other factors for numerical growth of the church is as shown in the figure below (figure 4).



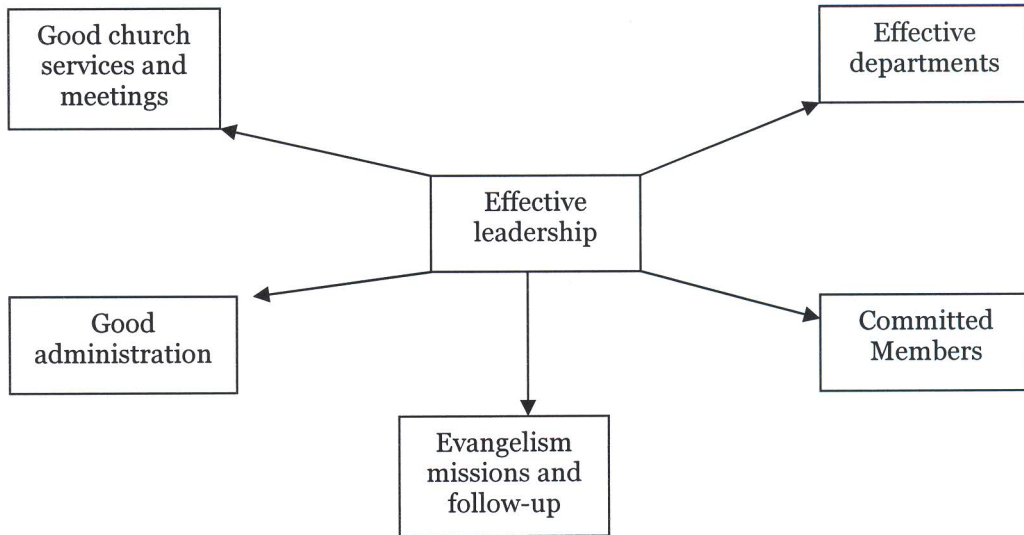


Figure 4: Diagram showing how effective leadership influenced the growth of Kimbo All Nations Gospel Church.

**Response to research question 3: In what ways did the church structure of Kimbo All Nations Gospel Church affect the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 to 2007?**

Findings from one of the elders of the church indicated that the church structure of Kimbo All Nations Gospel Church consists of the following. The senior pastor at the very top followed by an associate pastor and then pastors of the various departments. This is then followed by Heads of departments and lastly the rest of the members of the church. (Figure 5)

## STRUCTURE OF KIMBO ALL NATIONS GOSPEL CHURCH

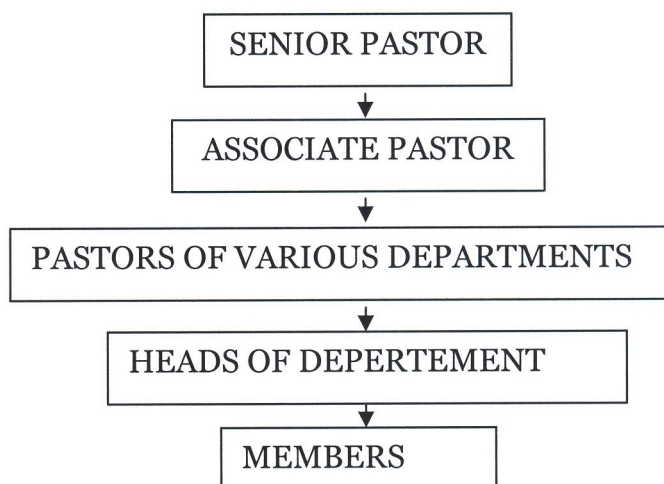


Figure 5: Church structure of Kimbo All Nations

The findings indicate that the church structure of Kimbo All Nations Gospel Church had a great influence on the factors that caused growth of the church from 2000 to 2007. The senior pastor has a welcoming spirit and a gift of a pastor. This has been emulated by many leaders in the church. Visitors who come to Kimbo All Nations Gospel Church feel welcomed and most of them decided to settle as members of the church.

The findings also indicate that there is delegation and sharing of responsibilities by the senior pastor to an associate pastor and other pastors that head various departments in the church. The senior pastor of Kimbo All Nations Gospel Church has allowed other leaders to participate in the church and thus burdens of leadership don't overwhelm hi. As noted earlier in this research, Moses was able to lead the Israelites through delegation. Jethro, Moses' father in-law advised Moses to delegate when responsibilities seemed to overwhelm him. Exodus 18: 15 – 24.

The findigs also indicated that there is a strong church board which is made up of elders and other leaders. The findings indicate that this kind of structure makes

responsibilities easy to carry out because they are shared. Decisions made at the church board are very crucial to the welfare of the church. The church board acts as the manager of a church. They bring effective administration and management of the affairs of the church.

According to the findings, the members of the board are able to put things together and the church stays focused.. Kimbo All Nations Gospel Church board is made up of professionals who are born again and their wealth of experience has been instrumental in the numerical growth of Kimbo All Nations Gospel Church.

The church structure is also made up of heads of various departments of the church. The heads of these departments are in good relationship with the senior pastor and the other leaders in the church. The senior pastor is able to delegate responsibilities to the heads of departments. The heads of departments are a team. Gibbs says 'A good leaders should be able to foster good relationships and build up a cohesive team. Such a team can be developed by encouraging and empowering members to practice their gifting (1981, 134)

The findings also indicate that the church structure of the Kimbo All Nations Gospel Church has affected the factors that have influenced the numerical growth of Kimbo All Nations Gospel Church. The mobilized membership has been crucial in growth of the church. The senior pastor and other leaders have involved as many people or members as possible in the church activities. For instance, the formation of cell groups or small groups in the church has been very critical. This enables more members in the church to be involved in leadership. This is good for church because it has made it grow further. As more members begin to utilize their gifts, they begin to manifest the presence of Jesus within either the church or the community. Many of them are also used in evangelism activities by the church.



### ***Summary of Findings of Research Question 3***

In summary, it's clear that the church structure of Kimbo All Nations Gospel Church is made up of the Senior Pastor, the association pastor, pastors of various departments, the church board, Heads of various departments, and the members. The relationship between the leadership and the members had a significant influence on the growth of the church. While the leaders provided the administration part the members were ready to do their part. The above is in line with what Eddie Gibb says “ a leader is an effective administrator and thus able to manage the affairs of the church. He/she put things in order and thus the church stays focused. “(Gibbs 1981, 47).

### ***Summary of the Findings***

The study was designed to examine the factors for numerical church growth. The findings having answered the three research questions from the interview has revealed that effective church leadership is key to numerical church growth. The major role of effective leaders in affecting all other factors of growth is indispensable in church growth. Leaders are expected to lead by example in everything. They participate in church programs whenever the church is to carry out some ministry.

The church leadership ensures that the evangelism is mainly emphasized. The church has grown through evangelism as reflected in the great commission in Mathew 28:19-20. The research affirms that effective leadership has been instrumental in making evangelism readily accepted to all members. It is emphasized from the pulpit by the leaders. The leaders also ensure that people are trained through evangelistic explosive Ministry in order to get fully equipped for evangelism. Effective leadership in the church was observed as the key to putting in place good administration for effective growth of the church.

for the Ministry of the church (Eph. 4: 11-16). Leadership in the kingdom of God under the reign of Christ May be defined as the God given ability to govern people of God in such a way that they voluntarily follow Gods will and fulfill his plans (Rom. 12:8) Leader in Kimbo All Nations Gospel Church are goof examples, teachers, shepherds and managers and servants of God for His people.

The members of Kimbo All Nations Gospel Church are quite motivated to do God's work. The leaders value them and they are not ignored in the process of growing the church. Some of them are trained even in pastoral Ministries to help in effectiveness of the church. From the literature studied its clear that members in the church play a crucial role in numerical growth of the church. Wiseman attaches great value to the members when he says. But the human resources of the church, next to the grace of God are the most precious assets that any church posses, these people resources must be listed, developed and used (1979, 53).

In the light of the findings it's clear that effective leadership of Kimbo All Nations Gospel Church has recognized the above fact which has been used to bring the numerical growth of Kimbo All nations.

In the light of the findings it's clear that effective leadership of Kimbo All Nations Gospel Church has been instrumental in affecting all, other factors for numerical growth of the church. The church structure is also designed in such a way as to share responsibilities in the church. The church structure has therefore affected the factors that have influenced numerical growth of Kimbo All Nations Gospel Church.

Amazingly when all is said and done, the findings indicate the favor of God as another factor that has contributed to the numerical growth of the church. According to the senior pastor, extra ordinary intervention from God which he called "the favor

of God” was credited a major factor for the growth of Kimbo All Nations Gospel Church. The spirit of God has moved in such a way as to affect the factors that have influenced the numerical growth of the church. Pointer argues that extraordinary activity of God is among the factors which may lead to church growth (1984, 31 – 41). There are times when God in this way may bring a revival that may affect the numerical growth of a church.



## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### Conclusion

In the light of the findings of this research, it's clear that many factors have contributed to the numerical growth of Kimbo All Nations Gospel Church. Evangelism, missions and follow-up emerged as a major factor for the growth of the church. However, effective leadership came out as the key factor that has greatly affected the other factors chief among them evangelism. It is mainly emphasized from the pulpit by the leaders. The church leadership is instrumental in making the Great Commission in Mathew 28:19-20 to be the church's motto for evangelism. Leaders also ensure that people in the church are trained for evangelism. The leaders encourage talent especially in the members of evangelistic explosive team. I concur with Eddie Gibbs comment on leaders as he says" a good leader must simply lead in the sense that he must be able to strategies on what needs to be done in leadership and actually lead"(Gibbs 1981,54) Leaders in Kimbo All Nations Gospel Church lead the members not only on evangelism but also on other missions by the church. The church structure of the church has also affected the factors that have influenced the growth of the church. There is a lot of delegation of responsibilities from the senior pastor to the departments and down to the members. Nobody is left out as far as church work is concerned. Just as Moses was able to lead the children of Israel through delegation of duties, the senior pastor also does the same .He works with a board of experienced men and a team of pastors' This group together with

departmental heads are able to reach people in and around the church for God's glory. Finally the spirit of God has moved in such a way as to affect the factors that have affected the numerical growth of the church. The senior pastor of church called it 'the favor of God.' Pointer argues that extra ordinary activity of God is among the factors which may lead to church growth (1984, 32). This is true because there are times when God in his own way may bring a revival that may affect the numerical growth of a church.

### Recommendations

The researcher would like to recommend to the leaders to have a forum where members can express their feelings and contributions towards the welfare of the church. The responses from the interviews indicated that a number of people have a need to fully participate in the welfare of the church.

The issue of choosing leaders also needs a clear defined process which should be known by all church members. The tenure of office for the elders serving in the church board should also be defined. In the light of the growth of the church where there are many people who are gifted the researcher would recommend elective positions for leaders to be given term (duration) in which they would serve. There are many more who have same gifts that could be allowed to serve as leaders.

The researcher would also like to recommend to the leaders to recognize the gifts in women who could also be elevated to the Church Board for effective church administration. The church has very many women and actually could do with a woman pastor for the department of women.

***Recommendations from the Members***

The members suggested the following:

1. More talents to be utilized among the youth members.
2. That there should be seminars for couples in order to be more equipped for family life.
3. More classes for Sunday school.
4. Men fellowship should be introduced to make men participate more in church activities.
5. Women should be introduced in the church board.
6. A school, dispensary and orphan care should be included in the church future plans.

***Recommendations for Further Studies***

1. A study should be carried out to establish qualitative growth among members of the church.
2. A study should be also be also carried out to establish whether the involvement of women in leadership contribute to the numerical growth of Kimbo All Nations Gospel Church.



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## APPENDIX B

### Interview Questions Meant for Leaders

Time of Interview

Name of interviewee

Date of interview:

Place of interview

Position of Interview in the church:

#### Introduction

The aim of this interview is to discover the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007. It is the hope of the Researcher that this research will go a long way in assisting the leaders of Kimbo All Nations Gospel Church and other parties to discover which factors need to be enhanced to facelift growth of a church and which ones need to be restricted.

#### **QUESTIONS**

1. Can you please tell me how you got saved and become a leader in Kimbo All Nations Gospel Church?
2. What are some of the challenges that you have faced in leadership and how have you been able to overcome these challenges?
3. Can you please explain to me some of the factors that have caused Kimbo All Nations Gospel Church to grow to such a level?
4. What are some of the factors that may have influenced the growth of the church in terms of numbers?
5. What are some of the suggestions that you would give that would cause this church to grow more?
6. Are there ideas that the Church Leadership is pursuing in order to cause this Church to grow?

## **APPENDIX C**

### **Questions Meant For Members in the Church**

Time of Interview

Name of interviewee

Date of interview:

Place of interview

Position of Interview in the church:

#### **Introduction**

The aim of this interview is to discover the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007. It is the hope of the Researcher that this research will go a long way in assisting the leaders of Kimbo All Nations Gospel Church and other parties to discover which factors need to be enhanced to facilitate growth of a church and which ones need to be restricted.

#### **QUESTIONS**

1. Can you please tell me how you got saved and become members of Kimbo All Nations Gospel Church?
2. What are some of the factors that you think may have caused the growth of Kimbo All Nations Gospel Church.
3. Can you also please tell me some of the factors that may have restricted the growth of the church in terms of numbers?
4. What are some of the suggestions that you would give to the leadership of Kimbo All Nations Gospel Church?

## APPENDIX D

### Interview Questions Meant for Non-Members of the Church Within the Community

Time of Interview

Name of interviewee

Date of interview:

Place of interview

Position of Interview in the church:

#### Introduction

The aim of this interview is to discover the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007. It is the hope of the Researcher that this research will go a long way in assisting the leaders of Kimbo All Nations Gospel Church and other parties to discover which factors need to be enhanced to facelift growth of a church and which ones need to be restricted.

#### **QUESTIONS**

1. Can you please explain to me how long you have lived in this community?
2. Has any member of Kimbo All Nations Gospel Church ever told about salvation?
3. Has any born again Christian ever told you about salvation?
4. How did you respond?
5. What are some of the reasons that may have prevented you from being a Christian?
6. In your opinion are there any reasons related to Kimbo All Nations Gospel Church that hinder you from becoming a Christian?
7. In your opinion are the leadership and members of Kimbo All Nations Gospel Church concerned about this community and how?
8. Do you know anybody who is a member of Kimbo All Nations Gospel Church and what is your relationship with him or her?

## **APPENDIX E**

### Questions Meant for Focus Group Discussions

Time of Interview

Name of interviewee

Date of interview:

Place of interview

Position of Interview in the church:

#### Introduction

The aim of this interview is to discover the factors that influenced numerical growth of Kimbo All Nations Gospel Church from 2000 – 2007. It is the hope of the Researcher that this research will go a long way in assisting the leaders of Kimbo All Nations Gospel Church and other parties to discover which factors need to be enhanced to facelift growth of a church and which ones need to be restricted.

#### **QUESTIONS**

1. Can you please tell me how you each got saved and become members of Kimbo All Nations Gospel Church?
2. What are some of the factors that you think may have caused the growth of Kimbo All Nations Gospel Church?
3. Can you please tell me some of the factors that may have restricted the growth of the church?
4. What are some of the suggestions that you would give to the leadership of Kimbo All Nations Gospel Church that may lead to the growth of the church?



## APPENDIX F

### Frequency Tables

#### Interview participants

	Frequency	Percent	Cumulative percentage
Church leaders	6	20	20
Members of the church	14	47	67
Members of the community	10	33	100
	30	100	

#### Factors that influenced numerical growth according to leaders

	Frequency	Percent	Cumulative percentage
Effective departments	7	14	14
Evangelism, mission and follow-up	10	20	34
Good administration	8	16	50
Church leadership	8	16	66
Effective leadership	9	18	84
Committed members	8	16	100
	50	100	

#### Factors that influenced numerical growth to members

	Frequency	Percent	Cumulative percentage
Effective departments	22	15	15
Evangelism, mission and follow-up	38	24	39
Good administration	18	11	50
Church leadership	25	15	65
Effective leadership	32	20	85
Committed members	25	15	100
	160	100	

**Factors that influenced numerical growth according to members of the community.**

	Frequency	Percent	Cumulative percentage
Effective departments	7	17	17
Evangelism, mission and follow-up	11	28	45
Good administration	7	17	62
Church leadership	7	17	79
Effective leadership	5	13	92
Committed members	3	8	100
	40	100	

## APPENDIX G

<b>Interviewees' responses</b>	<b>Tally of responses</b>	<b>Totals</b>
Community Oriented projects	//// // // //	18
Sunday school	//// // //	15
Committed church elders and other pastors	//// // //	14
Home Cell fellowships	//// // //	12
Commitment to prayers	//// // //	15
Church bulletins	//// //	9
Evangelistic Explosive Team	//// // // // //	23
Active members	//// // //	13
Music group	//// //	8
Social activities e.g. weddings	////	4
Women fellowship	//// //	7
Prayers and other meetings	////	4
Youth group	////	4
Conferences and Seminars	//// // //	12
Commitment to giving resources	//// // //	12
Visionary senior pastor	//// // // // // /	21
Good Church Services	//// // //	15
Helping the needy	//// // //	13
Training	//// /	6
Cultivating gifts and talents of members	//// //	10

## VITA

### **PERSONAL DATA**

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1983 : Kenya Advanced Certificate of Education, Mulango Girls, Kitui  
  
1981 : Kenya Certificate of Education: St. Anne's Secondary School, Kiambu

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1989 – 2003 : Teacher: Teachers Service Commission.

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