

NAIROBI EVANGELICAL GRADUATE SCHOOL
OF THEOLOGY

*The Impact of Organizational Development Program
on the Nationalization Process in Free Pentecostal
Fellowship in Kenya From 1997 to 2007*

BY
WALTER OTIENO ANDHOGA

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

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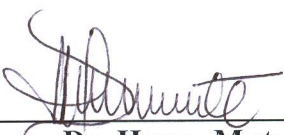
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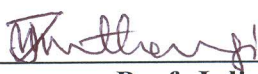
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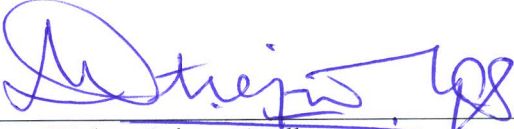
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Student's Declaration

THE IMPACT OF ORGANIZATIONAL DEVELOPMENT PROGRAM ON
THE ATIONALIZATION PROCESS IN FREE PENTECOSTAL
FELLOWSHIP IN KENYA FROM 1997 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 herein are not necessarily those of the Nairobi Evangelical
Graduate School of Theology or the Examiners.

(Signed) 
Walter Otieno Andhoga

July, 2008

ABSTRACT

This research seeks to investigate the impact of Organizational Development (OD) program on the nationalization process of Free Pentecostal Fellowship in Kenya (F.P.F.K) from a missionary led Church organization to a national led Church from 1997 to 2007. Specifically it seeks to investigate the impact OD program has created on national leadership in F.P.F.K, find out whether through OD nationalization process has been achieved, and if the national leaders have embraced the changes produced as result of the OD program

The results of this research show that OD program is successful in the nationalization process of F.P.F.K. The mission and vision of the organization has been understood by the leaders at the national level. The policies and manuals have been formulated and implemented at the national level and that leaders at the national level have been positive about the changes introduced as a result of the OD program. A sense of national identity has been created and the church has become an active partner in the civil society. However, the challenge with the structure of the organization is that it does not give leadership authority to individual leaders.

Leaders have understood their responsibilities without depending on the former missionaries. They have taken firm control of running the organization and their presence is felt throughout the organization. The capacity of the national leaders has been built through different trainings offered through OD, which has made them achieve management skills in running the organization. This is a positive development in F.P.F.K.

Based on these findings, it is necessary that any nationalization process be initiated early to prepare the leaders for hand over before the expatriates leave. OD should be an ongoing process in the organization so that leaders are developed and equipped without waiting until the time for hand over is ripe. Since running an OD process requires a lot of finances, the churches should be sensitized to start development accounts which can be used in the training of leaders. Emphasis should be made in all congregations so that they may continually contribute to this account and be willing to send more leaders for the training. In addition partners from the overseas should not withdraw their funding quickly as soon as they hand over leadership to the locals but they should do it gradually.

To

My loving wife Benter and our children Henry Ochieng', Edna Awino and Joy Enid Achieng' who encouraged me and were eager to see me complete this study.

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LIST OF ABBREVIATIONS

F.P.F.K: Free Pentecostal Fellowship in Kenya

A.G.M: Annual General Meeting

OD: Organizational Development

R.C: Regional Council

L.C: Local Church

CHAPTER ONE

INTRODUCTION

Managing a transition of leadership from missionaries to the national leaders within a Church organization requires patience and good understanding. A lot of time is needed to prepare those who are taking the new leadership roles so that they are able to carry on with the work without a lot of problems. Organizational Development (OD) Program plays major roles in enabling organizations manage leadership transitions. According to Lemvik Jørn, OD is “a planned process that brings about purposeful change in an organization. The change is implemented in a way that is acceptable to the organizations value base, and enables it to better reach its goals and fulfill its purpose”(2006,24). In a leadership transition care and patience is needed so that the process may achieve the desired results. This is because “change also alters power relationships and undermines existing agreements and pacts. Even more profoundly, it intrudes on deeply rooted symbolic forms, traditional ways and ritual behavior” (Gallos 2006, 450).

Free Pentecostal Fellowship in Kenya (F.P.F.K) which is the focus of this study started the OD process in 1997 in order to build the capacity of the leaders and institute systems that would be locally adaptable to the needs within the organization. F.P.F.K is a church organization that was registered in Kenya in the year 1977 when the Norwegian Pentecostal Mission and Swedish Free Mission merged. The leadership of F.P.F.K was in the hands of the two mission organizations until the year 1995 when they initiated a process of nationalization that culminated in the hand over

