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STRATEGIES ENHANCING COMMUNITY DEVELOPMENT: A CASE OF ANGLICAN DEVELOPMENT SERVICES IN KENYA

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ABSTRACT

The dynamics of Anglican Development Services (ADS) of the Anglican Church necessitated an investigation of the aspects that contribute to the enhancement of Community Development (CD) in Kenya. Despite mitigation strategies by ADS in enhancing CD in Kenya, to improve the people's livelihoods, community has consistently experienced forms of under-development. This study, sought to investigate the strategies employed by ADS in enhancing CD in Kenya. The study targeted four ADS regions in Kenya namely; Pwani, Eastern, Mount Kenya East and NAIKA (Nairobi, Kajiado and All Saints). A descriptive survey design was used with a sample of 330 respondents drawn from a target population of 1,827. Statistical Package for Social Sciences (SPSS) version 26 was used. Quantitative data was analyzed using frequencies and percentages while thematic analysis was done on qualitative data. The findings illustrated that the ADS has an array of strategies for enhancing CD in Kenya. However, the strategies must be implementable on the ground to improve the sustainability of CD within the targeted areas. Strategies employed by the four ADS regions in enhancing CD in Kenya include mobilizing for food production and security in community, partnership and networking for community capacity building, promotion of health care, training and mobilizing farmers to form groups to promote Agri-business. It is recommended that for the effectiveness of ADS strategies, the target recipients should be expanded through a conscientization process, biblical and theological interventions, transformation participatory approach, and goal-oriented empowerment with the most vulnerable members of the community receiving priority. For ADS to be effective and efficient, it has to focus on transforming individuals, communities and systems without fully being dependent on donor funded activities.

INTRODUCTION

Background of Study

Development has been a critical discipline in the secular and religious fields locally and internationally, drawing considerable ecumenical interest since the World Conference on Church and Society held in Geneva in 1966 (Klaasen, 2019). The term CD comes into play when dealing with peoples' livelihood for a self-reliance community. The terms 'community development' entails all forms of activities that shape the human life; strategized according to priority realities. Nindamusta (2004), asserts that strategies translate the priorities of the organization as plans of action developed with an informed criteria and environmental know-how to attain a long-term objective. Mintzberg (1987),

defines strategies as a plan, a pattern, a position and a perspective. According to Porter (1991), strategies help in determining the route in which the present and the future performance of organizations is measured. Strategies as the

organizations management action plan for conducting operations efficiently and effectively have to be appropriate to enhance effectiveness in the socio-economic and political sphere.

The concept of CD has become imperative as the church exists in a community of people with varied socio-economic and political needs for their survival. Alawode (2016), asserts that CD has been a social discourse by governments, the public sector, organizations, and even ordinary people. Klaasen (2019), indicates that development has generated debates in the media, academia, and social globes, opting for a theological discourse nationally and internationally. There has been a close relationship between the church, Faith Based Organizations (FBOs) and CD as all conterminously exist to address contextual realities in response to the community's needs; for the poor, the marginalized, and the vulnerable are found in every community globally. In the past, the concept of CD was perceived as secular and alien to the mission of the church. However, in the 21st Century, the church has been engaged in CD in response to the worldwide socio-economic and political challenges affecting humanity. According to ADS Kenya Strategic Plan 2020-2024 (2020), one of the Strategic Pillars of ADS is CD that entails accompanying community in vulnerable situations to improve livelihood of target communities. The community development pillar empower community to attain a dignified living through participatory and empowering interventions. Alawode (2016), recognizes the role of the church in participating in the progressive development besides, preaching, and evangelism. This prompts the church's arm of development to be inclusive in community engagements to improve the livelihood of the community. Nindamusta (2004)'s study on *A Survey of Strategic Choices in Faith Based Governmental Organizations in Nairobi* reveals that the most popular strategy used by FBOs was partnership. In dealing with CD, strategies foster effective use of resources by guiding priority setting and resource mobilization to achieve targeted goals.

In Kenya, the church has a long commitment to integrated CD as part of ministry (Consultant Report, 1997). Ole Sapit avers that from 1844 when Johann Krapf began the first congregation in Mombasa, the missionary strategy was to construct a school, a health unit and a garden at every mission station (Anglican Provincial Clergy Conference, 2019). Through ADS, Anglican dioceses have continued to strategize on CD with rural socio-economic ADS as an institution of social transformation independently and professionally coordinates CD activities such as agriculture, education, environment, health, gender, human rights, poverty alleviation, peace building, justice, food security, economic empowerment, advocacy, water and sanitation, HIV/AIDS, climate change and governance strengthening (ADS Kenya, 2014). The ADS complements GoK Vision 2030 (2008) to deliver quality services to *wanainchi* (citizens) by utilizing human and financial resources towards self-reliance individually and communally by empowering communities.

The mission of ADS in building partnerships with communities and enabling exercise of God-given potentials in enhancing CD is imperative. Kaplan (1996), holds that FBOs strategies provide education, health, humanitarian relief and micro-finance services to communities, substituting for governments. However, Ngethe (1989), states that most of NGOs lack strategies to propel development agenda. The place of strategies in CD process is thus variable in educating local community agencies, individuals, community service providers and groups to build competencies (Anglican Alliance, 2021). However, there is need for training, empowerment, sensitization, conscientization and inter-dependence in physical, intellectual and spiritual dimensions. In this study, ecclesiastical strategies such as *koinonia*, *diaconia*, *incarnation*, *shalom*, creation, stewardship, and leadership were less exploited by ADS in enhancing CD. For instance, *koinonia* concept is a traditional interactive value of *Ubuntu* which holds being-self through others (Yusufu, 2006). The study calls for reconstruction of the strategies to serve as integral basis for CD to mitigate the persisting socio-economic and political challenges through transformational leadership, transformational participatory approach, hermeneutical formulations, organizational policies in place, training and biblical and theological basis. The aforementioned background issues informed the rationale for the study on strategies employed by ADS in enhancing CD in Kenya.

Purpose of Study

To investigate the dynamics of ADS of the Anglican Church in enhancing CD in Kenya.

Objective of the Study

To investigate the strategies employed by Anglican Development Services in enhancing CD in Kenya.

Research Question

What are the strategies employed by ADS in enhancing community development in Kenya?

LITERATURE REVIEW

This part reviews existing literature relevant to strategies employed by ADS of the Anglican Church in enhancing CD in Kenya.

Strategies Employed by ADS in Enhancing Community Development in Kenya

CD entails all forms of socio-economic and political activities that affect human livelihood. According to Carmen (1996), CD as a process of change mediated by some form of human intervention. Porter (1998), holds that strategies are vital in organizational planning to achieve the intended results. This has reference to the ADS Kenya Strategic Plan 2015-2019 (2015), which indicates that in 2013, Kenya ushered in a new era of devolved form of governance with more functions and resources in the grassroots. This prompted ADS Kenya to align her strategies to the changing political systems in Kenya by developing socio-economic and political activities to define community priority goals.

The ADS Kenya Strategic Plan 2015-2019 (2015), indicates strategies employed by ADS in its transformation agenda such as capacity strengthening, partnerships and strategic alliances, modeling, advocacy, participatory information sharing, communication and technology; participatory budgeting and research, learning and documentation. However, literature on ADS Pwani, Eastern, Mount Kenya East and NAIKA regions is limited on strategies employed by ADS in enhancing CD. Moreover, the strategies change according to ADS regions foci, new policies, donor influence, environmental, cultural factors and socio-economic and political changes. Key to strategies is the implementation process to ensure effectiveness and efficiency in achieving organizational goals. Anglican Alliance (2021), states that strategies set forms of decision-making to realize effectiveness in an organization. However, as noted by Ngethe (1989), most NGOs lack defined strategies to propel CD agenda due to their short-term rather than long terms objectives. This is a call for ADS through ACK to provide long term strategies that are sustainable in enhancing CD in Kenya. The growing debate in academic, policy and ecclesiastical circles on strategies used by FBOs in development is inadequate. Sakwa (2007), Bakker (2016), and Arudo (2011,) claim there is little that is known about the impact of FBOs to socio-economic and political development in public domain. A relative study by Nindamusta (2004) on a Survey of Strategic Choices in Faith Based Non-Governmental Organizations in Nairobi, fronted partnerships as the most popular strategy. This study established that mobilizing for food production and security in community by (61.5%) was rated high. The studies affirmed that without proper strategies in place, CD cannot survive. This study established that for the effectiveness of ADS, strategies have to be implemented and supported by community.

Another important consideration is that strategies encompass amassing of information and setting goals, focusing on competences of community by identifying, mobilizing community and creating initiatives in the socio-economic and political sphere. Kinyua (1999), demonstrates that integrated development approach model adopted by CCS is critical in CD, but failed to establish effective strategies that could enhance CD. Marshall and Van (2007), call for projects aimed at fighting poverty be evaluated on basis of advancement towards freedom and responsibility than remaining in a cycle of deprivation and dependence.

ACK formulations on Wholesome Ministry Strategies 2018-2027 (2018) with emphasis on community and individual empowerment, facilitating individuals and communities to sustainably meet needs is critical. Ole Sapit (2019), asserts that strategic activities are implemented through diocesan development officers, while advocacy role, prophetic ministry, justice-social, economic, administration and environmental protection of vulnerable groups through ADS. This study established that ADS end-up employing development approaches from a spiritual entity thus, impeding CD activities. In most of the study areas, community was informed of ACK and less on ADS. Moreover, the study established that contextual theologies such as inculturation, liberation, feminist, *oikos*, ecology, laity, theology of work and RT inform CD.

In matters of the church as institution for development, Nyorsok (2014), and Bwibo (2014) assert that the church stands as an established grassroots institution through which ADS structures serve as instrument for strategization. ADS systems, human resource, capacity investment, organizational policies, training, empowerment, and interdependence in physical, intellectual and spiritual dimensions are vital for enhancing CD. In this study, ecclesiastical strategies such as *koinonia*, *diaconia*, *incarnation*, *shalom*, creation, stewardship, sustainability and

leadership were less exploited by ADS in enhancing CD. For instance, *koinonia* concept has a traditional interactive value of Ubuntu which holds being self through others.

On the issue of church-based projects and programs as strategies for CD, Tsuma and Wambua (2020) and Arudo (2011), attests that church-based projects fail after some time. The findings hold that ADS act as a catalyst to socio-economic and spiritual issues besetting community. However, there is need for efficient and effective ADS strategies as informed by Nehemiah’s clarion call for focus, holistic and pragmatic principles (Nehemiah 2:18). This study established that strategies such as: conscientization, community mobilization, capacity building for individual and community, and transformational participatory are helpful in reconstructing CD mindset to address prevailing woes in community.

Participation as a strategy in enhancing CD is imperative. Chikati (1988), avers that participation in CD ensures beneficiaries’ inclusion in project design, planning, decision-making and implementation process. This study proposed participation between the community, stakeholders and donor as crucial in enhancing CD in Kenya. Thiong’o (2019), found that strategies used in mitigation against poverty non-effective, thus, need to start teaching and implementing poverty eradication programs. Similarly, a study by Mbugua, Nyiva and Gathano (2017), reveals ineffective strategies in community-based projects. This study established a recurring problem of failing projects due to non-translation of strategies to programs and projects on the ground. The study proposes strategies that are local-driven and empowering community and local leaders, rather than imposing foreign solutions in addressing socio-economic and political challenges.

ADS is guided by strategies in its operations, but due to diversity and uniqueness in its structural operations, there is need for strategizing each region since generalization limits. The expansion of ADS regions calls for systems and structures to sustain activities. Reconstruction on socio-economic and political developments calls for more responsive capabilities on strategies employed by ADS to help build up competencies for sustaining livelihood of community.

RESEARCH METHODOLOGY

The study adopted a descriptive survey research design to explore, determine and report issues (Mugenda and Mugenda, 1999). The study was carried out in four ADS regions, namely; Pwani, Eastern, NAIKA, and Mt. Kenya East; purposively selected in line with Creswell and Garrett (2008), recommendation to choose respondents that help arrive at sought knowledge. The regions ensure criterion of equal representation of views due to uniqueness and diversity in terms of occupation, ecosystem, living standards and development priorities. The target population was 1,827 drawn from Pwani, Eastern, NAIKA and Mt. Kenya East ADS regions. The final sample size comprised of 330 gotten from the target population comprising of 206 ACK clergy, four ACK Bishops, 57 ADS staff and top management, 26 ACK Christian lay leaders and 37 community leaders sampled through a sampling matrix. The research instruments utilized were questionnaires to collect data from ACK Clergy, ADS Staff and Community Leaders. Oral interviews were conducted to ACK Bishops and ADS top managements while the FGDs gathered data from Christian lay leaders. In terms of data analysis, quantitative and qualitative data were analyzed with prior diagnostic tests to assess suitability of the data based on the research objectives. Quantitative data was analyzed using quantitative analysis techniques. Statistical Package for Social Sciences (SPSS) version 26 software enabled further analyzing of data in percentages and frequencies of certain concepts. Qualitative data was generated and presented thematically as well as in form of narrative formats.

FINDINGS

Strategies Employed by Anglican Development Services in Enhancing CD in Kenya

The respondents were asked to indicate the level of agreement with regard to strategies employed by ADS in enhancing CD based on twelve Likert scale statements. Table 1 provides a summary of the responses.

Table 1: Strategies Employed by Anglican Development Services in Enhancing Community Development in Kenya

Statement	SD	D	NO	A	SA	Total
Empowerment for sustainable and transformational development	6.3	38.9	7.3	41.0	6.5	100.0
Mobilizing for food production and security in community	18	112	21	118	19	288
	5.5	30.2	2.8	51.4	10.1	100.0
	16	87	8	148	29	288

Partnership and networking for community capacity building	5.2	30.5	4.5	49.0	10.8	100.0
	15	88	13	141	31	288
Mobilizing community to join micro-finance schemes and financial saving culture	8.7	25.7	7.6	45.2	12.8	100.0
	25	74	22	130	37	288
Mobilizing farmers to form groups to promote Agri-business by <i>Farming God's Way</i>	13.9	21.9	5.2	29.9	29.2	100.0
	40	63	15	86	84	288
Advocacy for human rights and good governance	1.4	32.6	8.0	50.0	8.0	100.0
	4	94	23	144	23	288
Promotion of preventive health care <i>via</i> training community health workers	10.8	22.9	6.9	34.7	24.7	100.0
	31	66	20	100	71	288
Promotion of environmental conservation and preservation	14.9	24.3	2.8	25.7	32.3	100.0
	43	70	8	74	93	288
Socio-economic and political empowerment	5.9	31.6	6.6	46.5	9.4	100.0
	17	91	19	134	27	288
Promotion of justice and peace-building	5.2	32.6	5.2	45.2	11.8	100.0
	15	94	15	130	34	288
Organizing community groups to collect, harvest and conserve water	14.2	22.9	5.6	28.1	29.2	100.0
	41	66	16	81	84	288
Offering prophetic voice for the poor masses (voice of the voiceless)	12.5	32.6	10.8	38.5	5.6	100.0
	36	94	31	111	16	288

Data obtained shows that, 137(47.5%), of the respondents consider empowerment for sustainable and transformational development as a strategy; 177(61.5%), of the respondents stated that mobilizing for food production and security in community is a strategy; 172(59.8%), reiterate that partnership and networking for community capacity building is a strategy and 167(58.0%), consider mobilizing community to join micro-finance schemes and financial saving culture an ADS strategy for enhancing CD. Similarly, more than half of the respondents 170 (59.1%), indicated that mobilizing farmers to form groups to promote Agri-business by *Farming God's Way* is a strategy; slightly less than this proportion 167(58.0%), consider advocacy for human rights and good governance as a strategy; more than a half of this proportion 171(59.4%), said that promotion of preventive health care *via* training community health workers is a strategy and 167(58.0%), reported that promotion of environmental conservation and preservation is a strategy for enhancing CD. Other strategies considered include; socio-economic and political empowerment 161 (55.9%); promotion of justice and peace-building 164(57.0%), organizing community groups to collect, harvest and conserve water 165(57.3%), and offering prophetic voice for the poor masses by 127(44.1%). Findings show that more than half of the respondents 162 (56.3%), aver that ADS has a number of strategies for enhancing CD in Kenya thus the favorable percentage rating.

Responding to the objective of this study, that sought to investigate the strategies employed by ADS in enhancing CD in Kenya, quantitative findings illustrated that mobilizing for food production and security in community (61.5%), partnership and networking for community capacity building (59.8%), promotion of preventive health care *via* training community health workers (59.4), and mobilizing farmers to form groups to promote Agri-business by *Farming God's Way* (59.1%), are some of the most common strategies implemented to enhance CD in the four ADS regions. Other strategies include mobilizing community to join micro-finance schemes and financial saving culture (58.0%), advocacy for human rights and good governance (58.0%), promotion of environmental conservation and preservation (58.0%), organizing community groups to collect, harvest and conserve water (57.3%), promotion of justice and peace-building (57.0%); socio-economic and political empowerment (55.9%), and offering prophetic voice for the poor masses (44.1%). The findings illustrated that ADS has an array of strategies for enhancing CD in Kenya. It is in line with ADS Kenya Strategic Plan 2015-2019 (2015), which specifies strategies employed in enhancing CD in Kenya such as capacity strengthening, partnerships and strategic alliances, modeling, advocacy and sharing good practices, participatory information sharing, communication and technology; participatory budgeting and research, learning and documentation.

The findings on strategies employed by ADS in enhancing CD in Kenya from open-ended questionnaires that provide qualitative data include strategies on: health care, mobilization of farmers to form teams to promote *farmer God's way*, advocacy, training on savings and loaning, community's household support, mobilizing training, teachings on

good stewardship, natural resource management, mental health and HIV/AIDS advocacy, technical skill courses. In addition, construction of irrigation, boreholes, water tanks and reserves in community, empowerment and capacity building in small scale farming, agro-pastoralists, food security, livestock and, nutrition management, micro-finance, agri-business, peace and reconciliation, maternal health and new born and child care, anti-gender violence strategy, training on water harvesting techniques and environment care, advocacy for human rights, good governance, community mobilization, transformational development and ministry to the socially challenged such as women, youth, the displaced, street children, refugees, sick, the aged, and People Living with Disabilities (PLWD).

From the above supposition, it is evident that strategies employed by ADS are not static but keep on changing after the end of each strategic plan or region since each region has its own unique foci. This scenario makes it difficult to measure wholesomely the effectiveness of ADS strategies in the four regions. The determination is further complicated by lack of recent empirical data on the extent and influence of ADS contribution in enhancing livelihoods of communities. This has reference to Sakwa (2007), that the church is pivotal in poverty alleviation but ineffective strategies inhibit CD. Bakker (2016), terms strategies used by ADS as theoretical interventions that are blind of local contexts, hence, Kenyans feel cheated and manipulated. Arudo (2011), indicates that ADS that enjoyed sponsorship from international organizations experienced challenges of sustainability and ownership. The scholars express reservations with effectiveness of strategies employed by ADS in uplifting community livelihood, though fails to offer any tangible solution. This study established that for ADS to be effective and efficient, it has to focus on transforming individuals, communities and systems without fully being dependent on donor funded activities. According to Njog(2022), the Church and Community Mobilization Process (CCMP), is a response of the church to the world. CCMP calls for the urgency of the church to leave the walls and engage the community. The program deals with empowerment of Christians and community members transforming situations wholistically using available local resources. This process is facilitative, makes learning easy for self-discovery and church awakening, church and community mobilization, church and community description, information gathering, analysis and decision are valuable in facilitating people to realize self and meet the needs of the poor of the poorest in community using their own resources.

Qualitative data in terms of interviews was sought from the bishops and ADS top management. The question that guided the interview was: What are the strategies employed by ADS in enhancing CD in your jurisdiction? Mutua (OI.2022) stated that:

Strategies on ecology is by tree planting programs through Green Anglicans Movement at Diocese level, training on soil and water conservation, advocacy to encourage locals to grow traditional crops that are drought resistant and support agricultural value chains such as green grams, pigeon peas and fruits which as a region have a comparative advantage.

Baya (OI.2021) indicated that:

The ADS has made effort reach out to community by engaging opinion leaders in development issues. The use of the local people who understands the culture and challenges of the region is an important starting point. Development in this region, calls for strategies based on humanitarian, non-discriminatory, and missionary approaches that consider ACK as a mission of the church and values humanity as created in the image of God. The church's concept of Agri-mission use agriculture as a tool for mission to address the high poverty prevalence. This concept was compelled by a visit in Simba hills, a rich land, but the people are poor because the land is less exploited.

According to Okeyo (OI.2021)

Kilimo kanisani is one of the strategies employed during Covid 19 pandemic period to uplift the livelihood of community. This concept intensifies the need to plant various horticulture crops within the church compound using organic components in farming and pest control; an example of ACK Makupa Church.

Additionally, Maganga (OI.2021) indicated that:

Health care of the community comes first, advocacy, partnership, employment of volunteers to help manage HIV/AIDS programs, promotion of: natural resource management and Agri-pastoralists. Other strategies are: food security and storage to reduce aflatoxins, marketing linkages, parents' dialogue, African Youth Trust, and partnership of the National and County government and ADS.

According to Gitari (OI.2022), the strategies employed by ADS in enhancing CD are:

Advocacy, promotion of food security, sustainable community development, building resilience, capacity building of the church leaders and clergy, environmental management, nutrition, well-being education, social grouping, rearing of small animals, entry and reaching out to people of all ages.

To enhance the relativeness of ADS and other FBOs, the researcher interviewed Mwanziwe (OI.2021), whose church in Kwale County is instrumental in CD and has several community strategies in place. He stated that:

Compassionate International has several support initiatives to the needy community, it strategizes on granting learners' school fees and metal boxes, food supplements, health care, voluntary treatment, building houses for the needy, offering Christmas, birthday and family gifts, free training in tailoring, computer, construction of water storage, educating on best practice of horticulture and marketing. The organization emphasis on inclusivity, partnership, reconstruction, harmonious co-existence irrespective of religious orientations.

The finding from FGDs conducted to ACK Christian lay leaders showed that ADS employed strategies in enhancing CD such as promotion of income generating projects, animal husbandry, financial investment using biblical and theological impetus, advocacy on prophetic voice, strategy on agriculture as business, capacity building, sensitization programs on health care, empowerment programs, sustainability programs on natural resources and mining, strategies on business as a mission, advocacy for youth career development, education, environmental care, and promotion of justice and peace-building through inter-religious conversations, and value addition programs. Righa (2021), holds that the effectiveness of ADS programs is determined through participation, support groups, involvement of local governance structures and adequate preparedness by ADS since every community is unique. The study findings relate to Righa (2021), presentation that the role of ADS in uplifting the livelihood of the marginalized communities is crucial. The FGDs findings illustrate the need to enhance CD by translated strategies to programs and projects to meet the needs of the vulnerable in community. The aforementioned strategies relate to Korten (1990), that the effectiveness of CD strategies lies with community as the existent social beneficiaries of positive change. Similarly, Thiong'o (2019) argues that while churches may be doing holistic ministry, more advocacy is needed to suppress rate of poverty in communities by empowering the needy through teaching and engaging them directly in strategies compelling community participation and ownership. In the same vein, Anderson (1984), using Henry Venn's three self-missionary policies, argues for a self-governing, self-supporting and self-propagating church. This should be the direction in which ADS ought to utilize in the implementation process of their strategies in enhancing CD in Kenya.

Community as Beneficiaries of Anglican Development Services in Community Development

The study also sought to assess the extent to which ADS has benefitted different categories of people/Institutions. Table 2 presents study findings.

Table 2: Beneficiaries of ADS Community Development

Statement	NE	LE	AE	GE	VGE	Total
People living with different disabilities	20.5	58.3	14.2	3.8	3.2	100.0
People living with HIV and AIDS	3.8	9.0	20.1	51.4	15.6	100.0
Girl child	43.4	41.7	7.6	4.5	2.8	100.0
Boy child	44.8	43.1	7.6	2.8	1.7	100.0
Senior Citizens (over 70 years old)	48.2	39.9	6.3	4.2	1.4	100.0
The vulnerable (poor, street children, orphans, prisoners, widows, widowers)	12.8	35.4	31.9	17.7	2.1	100.0
Small scale projects such as <i>jua kali</i> , <i>mama mboga business</i> , <i>bodaboda riders</i>	11.1	36.8	32.6	16.3	3.2	100.0
Supporting poor students at all levels of education to reduce poverty and illiteracy	12.5	27.1	32.3	22.9	5.2	100.0
Accessibility to medical services	2.8	6.6	23.6	38.2	28.8	100.0
Displaced population and war refugees	10.1	28.5	35.1	21.5	4.9	100.0
Abandoned street children	33.0	32.3	17.4	13.5	3.8	100.0
Communities living in Arid and Semi-Arid Land (ASAL)	2.4	9.0	17.0	38.9	32.6	100.0
Economic development in creation of jobs	3.8	9.4	20.5	54.9	11.5	100.0

Social development towards the reduction of violence and wars in community	4.5	16.3	31.3	39.2	8.7	100.0
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The findings illustrated that the majority of the respondents indicated that the categories who benefitted much were people living with HIV and AIDS 192 (67.0%), accessibility to medical services 192(67.0%), communities living in Arid and Semi-Arid Land (ASAL) 205 (71.5%) and economic development in creation of jobs 151(66.4%), were beneficiaries of ADS either to a great or VGE. Social development towards the reduction of violence and wars in community 137(47.9%) received slightly less than average approval rating by the respondents as a beneficiary of ADS development implying average level of benefit. Others such as supporting poor students at all levels of education to reduce poverty and illiteracy 80 (28.1%), displaced population and war refugees 76 (26.4%), the vulnerable (poor, street children, orphans, prisoners, widows, widowers) 57 (19.8%), small scale projects such as *jua kali* (local industry), *mama mboga* (local business traders), *bodaboda riders (men and women committed in transport business to earn a living)* by 56 (19.5%) and abandoned street children 49 (17.3%) were reported to have benefitted to a great or VGE by less than a third of the respondents implying being minimal beneficiaries of ADS development programmes. People living with different disabilities, 20 (7.0%), girl child 21(7.3%), Boy child 12(4.5%), and senior citizens (over 70 years old) 16 (5.6%) received below 10% approval rating for great or VGE of adoption implying almost negligible attention by ADS.

Based on the implementation of the strategies, it was illustrated that communities living in Arid and Semi-Arid Land (ASAL) (71.5%), people living with HIV and AIDS (67.0%), accessibility to medical services (67.0%), and economic development in creation of jobs (66.4%), were the main beneficiaries of ADS. This can be taken to imply that ADS is concerned with change that is geared towards bringing about socio-economic and political development to the most vulnerable in ASAL areas. However, the findings showed that specific areas or target groups that are in dire need of focus for the development programs are still left behind. Such categories/institutions include support for poor students at all levels of education to reduce poverty and illiteracy (28.1%), support for displaced population and war refugees (26.4%), support for the vulnerable (poor, street children, orphans, prisoners, widows, widowers) (19.8%), support for small scale projects such as *jua kali*, *mama mboga business*, *bodaboda riders* (19.5%) and support for abandoned street children (17.3%) received minimal attention of ADS.

From the above findings, there is need for strategies focusing on: creation of jobs, anti-violence and war programs, supporting the poor students at all levels of education to reduce poverty and illiteracy, displaced population and war refugees the vulnerable poor, street children, orphans, prisoners, widows, widowers, small scale projects such as *jua kali*, *mama mboga*, *bodaboda*, abandoned street children, people living with disabilities, and senior citizens over 70 years old, for they received negligible attention from ADS. For instance, more effort is needed to the youth to improve on their self-esteem and lead a healthy lifestyle. Needy cases of learners still in school be granted school fees bursaries, strategies that uphold social inclusion and partnership with other organizations and institutions be fronted. The study ascertained that education for all learners is vital for enhanced development. Children from poor households cannot afford good education because of lack of school fees so they remain a casualty of poverty. There is evident that there is a relationship between education and poverty reduction especially, when good education leads to sustained livelihood. The findings are in line with the recommendations of Ovbiebo (2013), who called for social, economic, health, education and, political developments to the most vulnerable in the society.

The findings support Kinoti (1994), who contends that the old and the aging have been forgotten. The senior citizens in Africa deserve more than a casual notice. Any socio-pastoral program has to address the total welfare of the society by including the agenda for elderly and the plight of the street children. Getui (1994), holds that, the phenomenon of street children who are largely dirty, malnourished, and of poor health is a glaring reality in many parts of the world. ADS has a mission to reach out to community in war, those in agony, frustrated and in hopeless situation, the sick and troubled persons. This implies the global human community has been marked by injustice, and oppression thus causing suffering of community. More so, HIV/AIDS is a disease with moral, psychological, socio-economic and political consequences, thus ADS has a duty to provide psychological & pastoral care to the victims and those affected. Another pertinent area is the girl and boy child who in this study have been neglected. One of the basic strategies that the ADS should adopt in responding to boy and girl child is to guarantee the fundamental rights of children.

The ADS has a role to help children, people living with HIV and AIDS, communities living in ASAL, poor students

at all levels of education, displaced population and war refugees, the poor, street children, orphans, prisoners, widows, widowers, *jua kali*, *mama mboga*, *bodaboda riders*, PLWD, girl child, and boy child. Keith (1984), using Henry Venn's three self-missionary policy, argued for a self-governing, self-supporting and self-propagating church. Henry Venn's principle could form the direction in which the ACK through ADS ought to emphasize in the implementation process of the strategies enhancing CD.

A relative study by Nindamusta (2004), fronted partnerships as the most popular strategy while this study, mobilizing for food production and security in community by 177(61.5%) was rated high. The studies affirm that no institution can survive without proper strategies. This implies that strategies foster effective use of limited resources by guiding priority setting and resource mobilization to produce or achieve the intended or targeted goals and results. Nindamusta (2004), holds strategies such as restructuring, networking, cooperation, internal capacity building, and marketing of activities. This study established that for effectiveness of ADS, CD strategies have to be implementation and supported by the community. In matters of the church as institution for development, Nyorsok (2014), Bwibo (2014) and Omanyo (2014), assert that the church stands as an established grassroots institution through which ADS structures serve as instrument for strategizing of CD activities. The ADS systems, human resource, capacity investment and organizational policies are vital for enhancing CD. Voorhies (2009), contends that God is at work changing people and their community through holistic-oriented strategies such as health care, economic growth, political advocacy, relief and transformational development. In the same vein, ADS Kenya Consolidated Annual Report (2020), holds that ADS continues to spearhead the Church social transformation ministry to uplift the livelihood of the poor, marginalized and the vulnerable.

CONCLUSION

ADS is a critical institution of community socio-economic and political development. Implementation of CD by ADS is based upon encompassing strategies aimed at ensuring the targeted communities in need, reap maximum benefit. The strategies have to translate to programs and projects that benefit community livelihood right from the village, town, county and national levels. Key to CD is the conscientization of the community, goal-oriented empowerment and transformational participatory approach. This will unleash abilities to contextualize theologies and potentialities to meet community livelihood sustainably.

RECOMMENDATIONS

Whereas findings illustrated existence of ADS strategies capable of enhancing CD, data obtained illustrated a relatively high degree of neglect for the vulnerable population in quality implementation of CD programs and projects. It is recommended that for the effectiveness of ADS strategies, the target recipients should be expanded through a conscientization process, biblical and theological interventions, transformation participatory approach, and goal-oriented empowerment with the most vulnerable members of the community receiving priority. For ADS to be effective and efficient, it has to focus on transforming individuals, communities and systems without fully being dependent on donor funded activities.

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