

**THE IMPACT OF CHURCH LEADERSHIP ON CHILDREN'S MINISTRY
GROWTH: A CASE STUDY OF ST. PHILIP'S PARISH, DIOCESE OF
NORTHERN UGANDA**

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**UGANDA CHRISTIAN
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DECLARATION

This research work is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

This research work is dedicated to my late parents Mr. Alex Oneka and Mrs. Doreen Alok, but a special dedication to my mum for her love for education and passion for children ministry which had been tremendous and this attest to the reason why I decided to pursue children ministry as a course of my research study. Therefore, my prayer and wish is that this information would help the children ministry to become better to the glory of God who loved us and our children.

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LIST OF ACRONYMS

DNU:	Diocese of Northern Uganda
SPSS:	Statistical Package for the Social Sciences
NB:	Note

ABSTRACT

One of the most important resources in the kingdom of God is children. The best time to promote spiritual growth and evangelism is during childhood. The spread of the gospel and the development of children's spirituality are closely linked to the growth of the church both in terms of number and quality. Thus, church at St. Philip has seen development because of prioritizing their children's ministries. Put another way, the church's future cannot succeed if the children's ministry fails. The children's ministry of St. Philips Parish Church strives to achieve the ministry's growth. This study aims to identify the variables influencing children ministry growth at St. Philip Parish at the DNU.

The study aimed to investigate the following specific topics: the impact of church leadership on the development and growth of children ministry at St. Philip Parish in the Diocese of Northern Uganda; the relationship between resource allocation practices and the ministry's growth trajectory; and the analysis of the impact of personnel dynamics, such as recruitment, training and engagement on the ministry's sustainability and growth at St. Philip Parish in the Diocese of Northern Uganda (DNU). This was carried out in order to support the growth of the children ministry at St. Philip Parish in the Diocese of Northern Uganda.

A census of thirty people, including Sunday school teachers, priest/church leaders and elders from St. Philip parish has been engaged by the team. The target demographic of St. Philip parish, which includes the randomly chosen priest/church leaders, Sunday school teachers and elders, were asked questions in order to gather primary data from respondents to do the statistical analysis necessary to meet the study's objectives, SPSS was used. After that, every statistical test was run at a confidence level.

CHATER ONE

INTRODUCTION

This section includes the study's history, problem statement, objectives, research questions, scope of the study, significance of the study and justification. It also includes a literature review, research method, and research technique and research design.

DEFINITION OF TERMS

Children: A child is a young human being below the age of adolescence (press, 2018 p.16). In this context I have considered children between the ages of 3-12 who attend St. Phillips Church.¹

Church: This is a word that comes from the Greek word, “ekklesia” which means a get-together, an assembly or congregation (truth, 2018 p.54) .In this context has been used as a local audience of believers

Growth: “Increase in size, number, value or strength; extension or expansion” (Farlex, 2018 p.72)

Children ministry: It is a ministry within the church that nurtures children spiritual life (Allen. H, 2008 p.13). This is the St. Philip’s parish DNU ministry that takes care of Children’s spiritual needs within the Church and Sunday school ministry.²

DNU-This is an acronym for Diocese of Northern Uganda

¹ *Monitoring state compliance with the UN convention on the Rights of a child*
https://link.springer.com/chapter/10.1007/978-3-030-84647-3_40, p. 407-412

² Allen, H. C. (2008). *Nurturing Children's Spirituality: Christian Perspectives and Best Practices*. Wipf and Stock Publishers

BACKGROUND OF THE STUDY

The church values children's ministry as a significant kingdom ministry. Teaching kids the ways of the Lord benefits them, the church, the family and God. "Those who wish to make a significant impact on the world should invest in the lives of others; and those who wish to get the most out of that investment should do so while those individuals are still young" (Barna, 2003, p.22-23). In other words, churches can invest most effectively in children as a demographic. Churches have probably failed if they do not invest in the children. However if churches invest in the children then they are likely to succeed in the future. It is therefore advisable for churches to put more emphasis on both numerical and spiritual growth of children ministry.

The church has a responsibility to proclaim the gospel and make sure that the younger generation who has to carry on the job that the elder generation entrusted to them has received the great commission. For this reason, it is essential that the church make sure the children are taught well and evangelized.

The church, as a community of believers, ought to provide a setting where kids are exposed to and given the opportunity to live in and experience a community of morally upright adults. A church should also offer a secure setting where children can learn age-appropriate lessons and be inspired to grow closer to Jesus Christ.

Programs for ministry in nearby churches: "Working in children ministry presents huge opportunities as well as heavy obligations for the welfare of those under our care," (Wright, 2010, p.56).As a result, Jesus says, "Let the little Children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these." The church leadership should therefore take the children's ministry seriously and provide all the resources required for the children to be evangelized and disciple respectively.

"Young people are the messages we leave behind for a future we cannot imagine," stated John F. Kennedy, the 35th President of the United States of America. The president essentially made the observation that since children are the society's future, raising them with good care is the best method to instill a fear of God in future generations (Kennedy. 2018, p.62). Therefore, it is evident to the church that they ought to be leading the charge in sharing the gospel with children so that we can equip them with a strong foundation in the Bible and moral values for the future.³ This therefore means that, "the church leaders should be well informed about the spiritual content and practices related to the children ministry to enable them provide insight into how the children are maturing into faith" (Allen, 2008 p.3)⁴ It is imperative that educators possess the necessary tools, training and credentials to impart enduring spiritual value to their children (Adogbo, 2005 p.42) "Children's ministry has frequently been overlooked and not given the respect it deserves in churches" (Miller, 2008, p.45). This kind of thinking can have a detrimental effect on the growth of children's ministry since it had been neglected and thus not receive critical resources like funding, personnel, or respect, which has caused the ministry's growth to stagnate.

It should be noted that followers cannot honor anything that the leadership does not. As a result, if the church's leadership views the children's ministry as a supporting rather than a primary ministry, the congregation has to follow suit, which has results in inadequate funding, staffing, instruction and a great deal of discouragement (Miller, 2008 p.56). "The church must include children in its efforts to engage people in the work, life and mission of the church and community" (Nielson, 2016 p.19). This indicates

³ Kennedy, J. F. (2018, July 24). *Compassion International Inc. Retrieved from Famous quotes about children: <https://www.compassion.com/poverty/famousquotes-about-children.htm>.*

⁴ Allen, H. C. (2008). *Nurturing Children's Spirituality: Christian Perspectives and Best Practices*. Wipf and Stock Publishers

that the children's ministry is equally essential to other ministries.⁵ It is regrettable that rather than investing in the children's ministry for the spiritual well-being of the children, it is occasionally utilized as a means of attracting adults to the church. The purpose of this research, which is based on St. Phillip parish, is to assist in addressing a few of the variables that influence children ministry one of which being leadership.

PROBLEM STATEMENT

Children deserve to know God and learn how to have meaningful relationships with Him since they are equal participants and heirs in the spiritual heritage with adult believers. This necessitates a change in the church's mission's strategies. To achieve both spiritual and numerical expansion, the church should deliberately and strategically increase the number of children it disciples and evangelizes (Eri, 2016 p.11).

Since "everything rises and falls on leadership," as Maxwell puts it, church leadership is critical to the development of the children's ministry (Maxwell, 2007, p.53).

Since the leadership is in charge of allocating funds, selecting the staff and forming the opinions of the entire church regarding children ministry, it is their duty to ensure that the children in the children's church, or rather the children themselves feel like they belong to the church. According to Wright (2010 p.219), "apparently the adult church and leadership has neglected children for a very long time," which goes against what is expected of them.

⁵ Nielson, J. (2016). *Faith that lasts: Raising kids that don't leave the church.* . Fort Washington,: CLC Publications.

RESEARCH OBJECTIVES

The objectives of the study were:

- i. To assess the impact of church leadership on the growth and development of children ministry in DNU
- ii. To examine the relationship between resource allocation practices and growth trajectory of children ministry in DNU
- iii. To analyze the influence of personnel dynamics, including recruitment, training and engagement on the growth and sustainability of children ministry in DNU

RESEARCH QUESTIONS

The research questions of the study were:

- i. What is the effects of church leadership on the growth and development of children ministry in DNU?
- ii. What is the relationship between resource allocation practices and growth trajectory on children ministry in DNU?
- iii. How does personnel dynamics, including recruitment, training and engagement on the growth and sustainability effects on children ministry in DNU?

JUSTIFICATION OF THE STUDY

Children who find a good church that satisfies their needs tend to continue with it, making children ministry one of the most effective evangelistic tools available to churches. In the end, parents had to follow their children if they want to keep their family from attending separate churches. The church grows in size as a result of parents moving to their children's church and many people are touched with

the gospel in one location. Additionally, children's ministry allows parents to hear the gospel without worrying about their children and helps reach out to children with the gospel on their own terms.

Unfortunately, Towner claims that in many churches “children are ill equipped and even those in charge of the Sunday schools are not well equipped with the training needed to equip the children for battle”, (Towner, 2008)⁶. It is therefore important to carry out this research in order to find out the Impact of Church Leadership on Children’s Ministry Growth at ST. PHILIP’S DNU.

THE SCOPE OF THE STUDY

Geographical scope: In relation to the area of study, the researcher has carried out his study at St. Phillip parish, in the Diocese of Northern Uganda located about two kilometers west of Gulu City. This parish was chosen by the researcher because it is near the researcher's home of residence, rich with a lot of children and it is the parish where children’s ministry is stagnant.

Content scope: The researcher has established the factors affecting growth of children's ministry, assesses the impact of church leadership on the growth and development of children's ministry in DNU through the interaction with church leaders, examines the relationship between resource allocation practices and trajectory of children's ministry in DNU and analyzes the influence of personnel dynamics including recruitment, training and engagement on the growth and sustainability effects on children's ministry in DNU.

SIGNIFICANCE OF THE STUDY

The purpose of this study is to assist church leadership and workers in the children's ministry in developing strategies and policies that would support the ministry's growth and expansion both numerically and spiritually. In order to bring fresh ideas to encourage Sunday attendance and get many

⁶ Towner, S. W. (2008). *Children and the image of God. The child in the Bible*, 307- 323.

of the neighborhood's unchurched children to start going to church, issues that had contributed to stagnation should be addressed. The research participants should have the opportunity to assess the children's ministry and offer suggestions for how to boost children Sunday attendance and foster spiritual development. Additionally, the study had to assist the church leaders and child workers in assessing their performance and identifying areas for improvement.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Worldwide churches and religious institutions have come to understand the value of children's ministry in recent years. In keeping with the goals of my research, I would like to examine a variety of literatures that are vital to supporting young children's spiritual development and growth, and therefore the expansion of children's ministry. We should consider personnel dynamics, resource allocation and leadership as crucial elements that can greatly influence the development and effectiveness of children's ministry.

Church Leadership on Children's Ministry

Numerous academics and researchers in the field of religious studies have expressed interest in the role that church leadership plays in supporting the expansion and development of children's ministries.

Within a church community, the growth and development of children's ministry is greatly influenced by the leadership of the church. Studies have indicated that vigorous and efficient leadership in a church can greatly influence the general prosperity and efficiency of children's ministry initiatives. Church leaders that actively participate in and support children's ministry programs are more likely to witness growth and favorable outcomes within their ministry, according to studies done by Williams et al. (2015, p.23).⁷

Having a clear vision and objective for the program is one of the most important ways that church leadership can influence children's ministry. According to a (Jones and Smith, 2017, p.14), churches

⁷ Williams, R., et al. (2015). *Church leadership and children's ministry growth. Journal of Religious Education*, 38(1), 56-67.

with capable leaders who outlined specific goals and objectives for their children ministry had better results in attracting and keeping children involved in their programs. Strong leaders are able to convey a children's ministry vision that both parents and children can get behind, increasing involvement and participation.⁸

It is also important to understand that church leaders are crucial in giving children's ministry initiatives resources and support. According to research by Brown and White (2016, p.13), churches with leaders that place a high priority on children's ministry and devote funds and personnel to these initiatives typically witness higher levels of ministry growth and development. Successful leaders are able to recognize the requirements of their children's ministry and offer the assistance required to make it successful.⁹

The expansion of children's ministry is positively impacted by church leaders who actively interact with local families and children. Strong relationships with families and children within the church community are associated with higher participation and retention rates in children's ministry activities, according to research by (Taylor and Johnson, 2018, p.14). Church leaders may encourage children to feel connected and at home by providing a warm and inviting environment. This has increased the children's engagement and help the ministry develop.¹⁰

In light of these perspectives, I can therefore state that church leadership is essential to the expansion and development of children's ministry within a church community. This is because leaders who

⁸ Johnson, R., & Smith, L. (2017). *The impact of financial resource allocation on children's ministry growth. Journal of Church Management*, 42(2), 87-101.

⁹ Brown, A., & White, C. (2016). *The impact of church leadership on children's ministry effectiveness. Journal of Religious Studies*, 42(3), 315-328.

¹⁰ Taylor, P., & Johnson, L. (2018). *Building relationships in children's ministry. Journal of Church Leadership*, 34(4), 421-434.

establish clear goals and objectives, offer resources and support and cultivate strong bonds with children and families have a major impact on the effectiveness of children's ministry initiatives. Church leaders may foster a warm and stimulating environment that supports children's spiritual development and growth by giving children's ministry top priority and financial support.

Resource allocation impact on children ministry

Practices for allocating resources have always been crucial to organizational administration, even in the setting of children's ministry. Understanding how resource allocation strategies affect the growth trajectory of children's ministry has gathered more attention in recent years. The practice of allocating resources including money, labor and time to meet organizational goals and objectives is known as resource allocation. Practices for allocating resources in children's ministry can have a big impact on the ministry's sustainability and effectiveness. Studies have indicated that efficient distribution of resources can result in a rise in the involvement, commitment and persistence of children in ministry initiatives. However, ineffective methods of allocating resources might impede the development and prosperity of children's ministries.

Financial management is a crucial component of resource allocation in children's ministry. It has been observed that children's growth and participation tend to be higher in ministries that provide sufficient funding for children's programs. For instance, a study conducted in (2017, p.78) by Johnson and Smith discovered that churches with greater budgets for children's ministry programs saw increases in children attendance and involvement. These programs included curriculum development, staffing and facilities.¹¹ Staffing is another important aspect of resource allocation in children's ministry. Ministries that invest in hiring resources for children's programs, recruiting and developing skilled staff members typically

¹¹ Johnson, R., & Smith, L. (2017). *The impact of financial resource allocation on children's ministry growth*. *Journal of Church Management*, 42(2), 87-101.

results in higher development and impact. For instance, a study conducted in (2016, p.45) by Anderson et al. shows that churches with staff members committed to children's ministry saw increased levels of involvement and pleasure from both parents and children¹².

Another crucial component of resource allocation in children's ministry is time management. Ministries that place a high priority on children's programs and devote enough time to them typically witness more growth and influence. Children's participation and retention in ministries that provide specific time for children's activities—like Sunday school, Bible study and special events are higher according to research by Baker and Jones (2018, p.182)¹³.

As a result, I can state that efficient resource allocation procedures are necessary for children's ministry to continue growing. Ministries can increase the efficiency and impact of their ministry endeavors by dedicating funds, personnel and time for children's programming. On the other hand, ministries must make sure that their methods for allocating resources are in line with their aims and objectives.

Ministries can increase the impact and usefulness of their ministry endeavors by investing in financial resources, staffing and time for children's programs. The relationship between resource allocation practices and the growth trajectory of children's ministry emphasizes the significance of effective resource management for success.

Personnel dynamics in Children ministry

Within an organization, the relationships and interactions between persons are referred to as personnel dynamics. Personnel dynamics in children ministry refer to the education and involvement of volunteers

¹² Anderson, A., et al. (2016). *Staffing practices and children's ministry effectiveness*. *Journal of Youth and Children's Ministry*, 18(3), 45-58.

¹³ Baker, S., & Jones, M. (2018). *Time allocation and children's ministry impact*. *Journal of Christian Education*, 30(4), 112-125.

and employees who work with children. As demonstrated below, personnel dynamics are crucial to establishing a loving and nurturing atmosphere for children's spiritual growth and development, according to Beeson and Darling (2005, p.61)¹⁴

Employee training: In children ministry, employee training is an essential component of personnel dynamics. With the right training, volunteers and employees may interact with children in a way that promotes their spiritual development and gives them the knowledge and abilities they need. In contrast to assigning inexperienced and unskilled staff to manage child-related matters, Lingenfelter et al. (2012, p.31) discovered that training programs for children ministry workers can positively affect the quality of ministry programs and the spiritual development of children.¹⁵

Age-appropriate teaching strategies, behavior management and child development should all be covered in effective training programs for volunteers and employees in children ministries. As stated by (Grüneberg et al. 2016, p.18), the ministry's sustained growth and viability as well as the maintenance of the caliber of its programs for children ministry depend on chances for professional development and training.

Engagement in Children Ministry: In children ministry, engagement is yet another crucial component of personnel dynamics. More staff members and volunteers who are engaged in their work are more likely to be devoted to it, which increases their job satisfaction and effectiveness in ministry. An investigation conducted in by (Bandy et al, 2014, p.70) discovered that children who have great relationships with staff and volunteers are more likely to grow spiritually¹⁶.

¹⁴ Beeson, K.M., & Darling, L.E. (2005). *Towards a theology of children's ministry*. *Journal of Children's Ministry*, 3(2), 57-67.

¹⁵ Lingenfelter, R., Thompson, J., & Donaldson, S. (2012). *The impact of training programs on children ministry quality*. *Journal of Ministry Studies*, 65(2), 177-189.

¹⁶ Bandy, T., Smith, J., & Jones, M. (2014). *The role of engagement in children ministry*. *Journal of Religious Education*, 41(3), 289-301.

Effective communication, acknowledging efforts, and providing chances for both professional and personal development are all ways to promote involvement in children ministry. A culture of participation within a children ministry team can boost morale, productivity, and motivation, all of which are beneficial to the ministry's growth and sustainability (Halverson et al., 2018, p.19)¹⁷.

Influence of Personnel Dynamics on Children Ministry Growth and Sustainability: It is evident how people dynamics affect the sustainability and growth of the children's ministry. Higher levels of involvement among staff and volunteers along with efficient training programs can result in better outcomes for children's spiritual development. Personnel dynamics are crucial in fostering a supportive and caring environment where children can learn and develop their faith, claim Hanley et al. (2015, p.26)¹⁸

Children involved in ministry programs had a higher likelihood of continuing to attend church and participate in religious activities as they get older according to (Ruprecht and Breitman 2019 p.223). This emphasizes how crucial people dynamics are to the ministry's long-term viability and expansion as well as to children's spiritual development¹⁹.

Consequently, I can state that when effective training programs and high levels of engagement among staff and volunteers are prioritized to improve outcomes in terms of children's spiritual growth and development, personnel dynamics, including training and engagement, have a significant influence on the growth and sustainability of children ministry. Children ministry groups can foster a caring and

¹⁷ Halverson, R., Lozano, M., & Johnson, S. (2018). *Engaging staff and volunteers in children ministry*. *Journal of Christian Leadership*, 52(4), 45-58.

¹⁸ Hanley, C., Cameron, L., & Maynard, M. (2015). *Personnel dynamics in children ministry*. *Journal of Youth and Theology*, 13(2), 89-102.

¹⁹ Ruprecht, L., & Breitman, M. (2019). *Children's engagement in ministry programs and its long-term effects*. *Journal of Religious Research*, 42(4), 456-468.

encouraging environment where children can learn about and develop their religion by making investments in personnel dynamics.²⁰

Literature Gap

Most of the studies reviewed in this literature about the Impact of Church Leadership on Children's Ministry Growth are majorly western materials and yet African churches have got different context as far as children ministry is concern and therefore African literature could be dominating in the study if at all they were in place for access. Maxwell (2017, p.53), observed that most of the academic writings in the field of Children Ministry is of European origin. Nielson (2016, p.43), additionally stated that the African context in the area of children ministry is limited though it is the youngest continent and presents unique and relevant challenges. On that account therefore the researcher believed that the research done added value to what African theological scholars have written especially on the area of children ministry in the Church of Uganda.

Conclusion

The development and success of children's ministries can be influenced by a number of important elements including personnel dynamics, leadership and the distribution of resources. Strong growth strategies and a well-defined vision are essential for leaders as is prudent resource allocation and the ability to enable volunteers to bring their interest and expertise to the ministry. Leaders may cultivate a good and engaging environment that supports children's spiritual growth and development by encouraging a feeling of unity, purpose and dedication. This has helped to ensure that the ministry remains relevant and effective in fulfilling the needs of families and communities. The provision of solid

²⁰ Ruprecht, L., & Breitman, M. (2019). *Children's engagement in ministry programs and its long-term effects*. *Journal of Religious Research*, 42(4), 456-468.

religious foundation that served children for a life time and had been facilitated by children's ministries through strong and effective leadership, sensible resource management and supportive personnel dynamics.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

The process of doing research and the strategies employed to accomplish its goals are thoroughly explained by research methodology. Babbie and Mouton point out that the conclusions reached after data analysis is impacted by the study methodologies selected (Babbie & Mouton, 2001, p.140)²¹

As a result, the methods for the study included the research design, target population, sample size and sampling techniques for determining the sample size were presented in this chapter. It has also outlined the procedures for gathering and analyzing data.

Research Design

This outlines the researcher's steps from formulating the hypothesis and considering its operational consequences to conducting the final data analysis Orodho, A.; Collins, K. (2014, p164). The nature of this research is descriptive. According to Kombo, while gathering data regarding people's attitudes, beliefs and behaviors, a descriptive survey approach is employed (2006, p.89),²² descriptive research grant the researcher the chance to use quantitative data in order to find data and characteristics about the population or phenomenon that is being studied (Kothari, 2008, p.36).²³ Participants answered questions administered through a questionnaire. The choice of the research design is because of the need to find out the Impact of Church Leadership on Children's Ministry Growth at St. Philip Church DNU.

²¹ Babbie, E. & Mouton, J. 2001. *The practice of social research*. Cape Town: Oxford University Press. Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research and managerial applications* (4th ed). New York, NY: Free press.

²² Kombo, D. (2006). *Research Methods*. Nairobi: Pauline's Publications Africa

²³ Kothari, C.R. (2004). *Research methodology: Methods and techniques*. New Delhi: New age international.

Target Population

This research targeted church leaders, elders and Sunday school teachers.

Table 1: showing target population of the respondents

Category	Population	Accessible Sample Size	Sampling Techniques
Church leaders	10	05	Purposive sampling
Sunday school teachers	20	08	Purposive sampling
Elders	25	17	Simple random sampling
Total	55	30	

Sampling Technique

To choose and collect data from the respondents, the researcher used straightforward random sampling and purposive sampling approaches. Here, church leaders, elderly people and Sunday school teachers, elderly were chosen at random to complete the questionnaire using simple random sampling. This was predicated on the idea as Sekaran (2003 p.77) highlighted, the simple random procedure offers respondents an equal chance of taking part in the survey and providing accurate data. Church leaders, elders and Sunday school teachers with positions requiring specialist knowledge of the study's subject was chosen through the use of purposeful sampling (Neumann, 2006 p.65).²⁴

Data Collection Instruments

The study deliberated the use of questionnaire, interview guide and documentary review to collect the necessary data.

Questionnaires

²⁴ Neuman, W. L. (2006). *Social research methods qualitative and quantitative approach* (6th Ed.), Upper Saddl

A series of questionnaires were created and distributed with church leaders, elders and Sunday school teachers. There have been both open-ended and closed-ended questions on the surveys. The questionnaire made it simple and practical for the researcher to get in touch with people and get data as rapidly as possible.

Interview Guide

Interview guide is a valuable tool in research that helps researchers to collect data efficiently and effectively. By following a structured guide, researchers can ensure that their interviews are focused, comprehensive and ultimately contribute to the success of their research work. (Smith, J. 2019, p.56 p.46) Interview guide gives actual information and it generally produces high response rates while mistakes are easily reduced.²⁵

Documentary Review

Reading scholarly publications, books, articles and other relevant literature on the same research topic was used to gather data. The purpose is to assist researchers in attaining secondary data regarding the elements that influence the growth of children's ministry at St. Philip Parish.

Procedure of Data Collection

I have gone to the location of my respondents with the consent form and questionnaires to collect data after officially getting the all-clear from the study supervisor and the school administration. Subsequently, the survey was gathered for analysis and interpretation.

Validity

Pre-testing of the research instruments was followed by content validity analysis to ascertain how closely the instrument's content aligns with the idea it is intended to measure. To increase validity, the researcher have removed and modified the items that were judged in incorrect order, this made sure that every question was relevant and capable of generating correct data for the study.

²⁵ Smith J. (2019) *Designing and conducting interviews: A comprehensive Guide*. Sage publications.

Reliability

The consistency of the questionnaire in measuring the things it is meant to measure was evaluated by measuring its reliability. The tests-retest method described by (Amin 2005, p.104) was applied to gauge the instruments' dependability. This has entailed giving the identical test to the same respondents who have been specifically chosen for this purpose.²⁶

Data Analysis

The data was analyzed both quantitatively and qualitatively as seen below;

Quantitative Data Analysis

The primary goal of the data analysis for the researcher was to decide whether the study questions have answers. Because SPSS version 20 saves time and produces accurate results, the researcher intends to utilize it to examine the data. To validate the statistical findings, tabulation was also applied using frequencies and percentages.

Qualitative Data Analysis

A scholar (Creswell 2013, p.43) stated that following observation, document review and interview, the data were ready for analysis. Content analysis was applied to the examination of qualitative data. Data pertaining spoken communication was classified by content analysis.

Research tools:

Primary data were used in this investigation. Information gathered by a researcher directly from the field is referred to as primary data (Kothari, 2008, p.93). Questionnaire was used to collect primary data from the original sources.

²⁶ Amin, M. E. (2005). *Social Science Research: Conception, Methodology and Analysis*. Makerere University Printery, Kampala, Uganda.

The investigator employed study assistants who got training from the investigator on how to administer the surveys to the participants. In a single day, the researcher trained two research assistants for their roles.

Data Collection:

Cooper and Schindler (2007, p329) defined data collection as the process of obtaining pertinent information for a study. They added that the questionnaire is easy to utilize because it can be completed more quickly and at a lower cost. In addition, questions allow respondents ample time to thoroughly evaluate their answers alone, free from outside influence. They allow for privacy as well. Privacy, it is thought to boosts response rates and may make responses more likely to reflect sincerely held beliefs. Quantitative primary data obtained through closed-ended questioning was used in this investigation. Because closed-ended questions are meant to produce data that is readily measurable, they are definitive in nature. Each question type does not allow the respondent to provide unique or unanticipated answers but rather they have to choose from a list of pre-selected options²⁷.

Ethical Considerations

The study procedures were conducted with ethical issues in mind at all times. Every participant was asked for their informed consent and their privacy was protected. Anytime they choose to stop participating in the study, there would not be any repercussions. The information gathered was to be kept safely and utilized exclusively for study purposes.

The expansion of children's ministry was impacted by a number of variables that affect how well it engages and reaches children. Developing a children's ministry program that is both successful and long-lasting requires research on these topics. This paper's methodology describes a qualitative approach with key children's ministry stakeholders through surveys, focus groups and interviews. Through comprehension of the elements influencing the development of children's ministry, professionals can improve their initiatives and more effectively cater to the spiritual requirements of children.

²⁷ Cooper, R. & Schindler, S. (2007). *Business research methods*. Vol. 9. New york: McGraw-Hill Irwin.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

Data analysis, conclusions and interpretation are included in this chapter. Tables and graphs are used to present the results. The data analysis was organized into themes that corresponded with the goals of the study. The study's results were contrasted with those of earlier investigations and its consequences were also determined.

DESCRIPTIVE STATISTICS

Response Rate

With a total of 30 questionnaires distributed, there were 27 successful responses overall, translating to a 94% success rate. The response rate is displayed in the figure below. They support Kothari's (2004 p.33) claim that a descriptive study needs a response rate of at least 50%.²⁸ Additionally, according to Babbie (2004 p.121), return rates of 50% are suitable for analysis and publication, 60% are good and 70% are very good. Reputable academics Babbie (2004, p.14) and Kothari (2004, p.15) have stated that a response rate of 72.4% is sufficient for the study.²⁹

²⁸ Kothari, C.R. (2004). *Research methodology: Methods and techniques*. New Delhi: New age international.

²⁹ Babbie, E. & Mouton, J. 2001. *The practice of social research*. Cape Town: Oxford University Press. Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research and managerial applications* (4th ed). New York, NY: Free press.

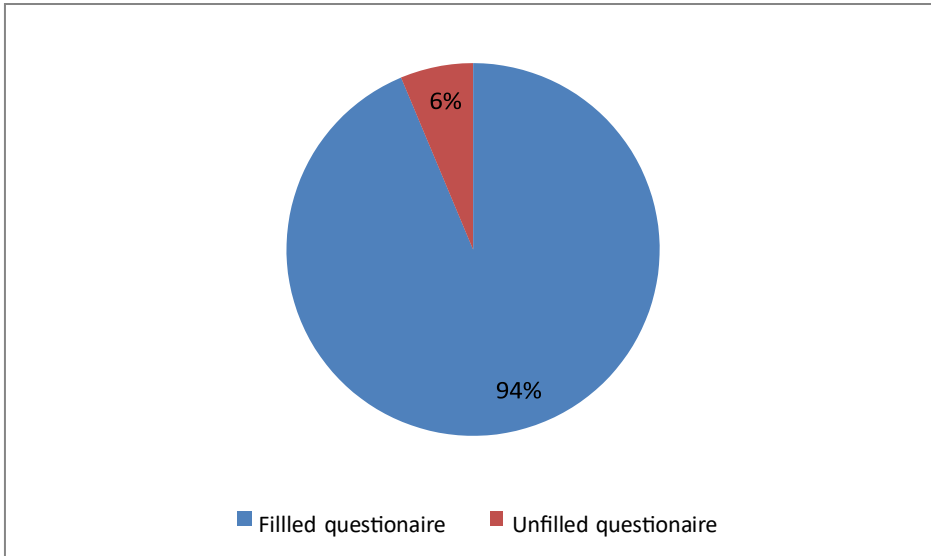


Figure 3: Response rate

As shown in table 2: below, there were 3 study sights whereby the distribution of respondents was almost equal at about 70 percent.

Table 2: Study Site

Area	Frequencies	Percent
St. Phillip Cathedral	24	43.2
Bwobo manam Sub-Parish	18	35.8
Oitino Sub-Parish	13	21
Total	55	100

Gender Distribution

As shown in figure 1: below, the respondents' gender distributed with as 35% being male and 65% percent being female out of the 30 respondents.

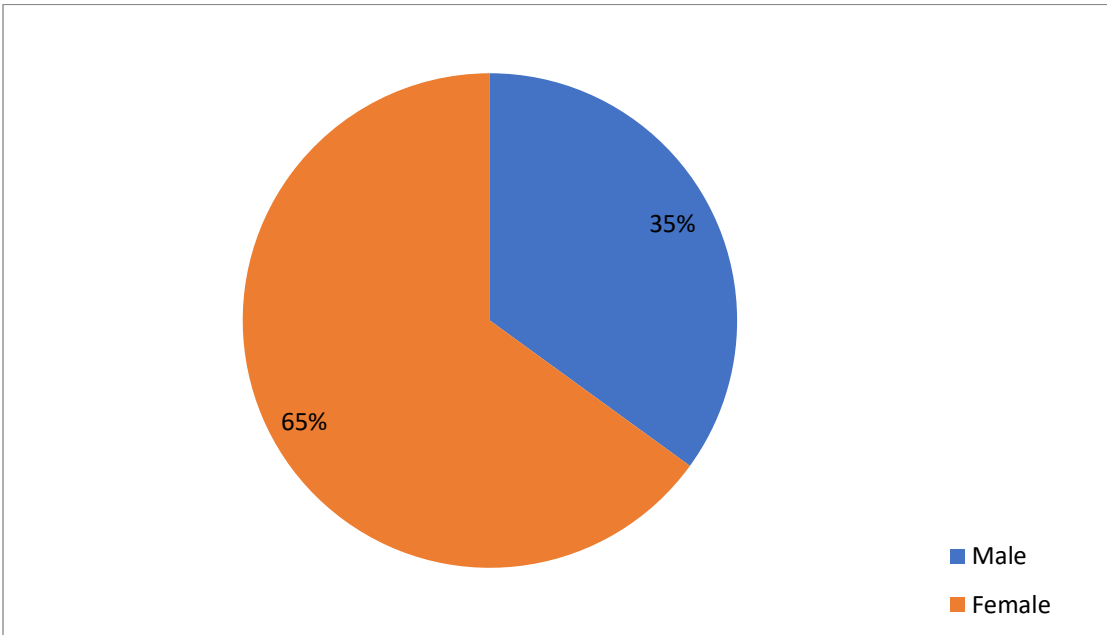


Figure 4: Gender distribution

Educational Level Distribution

Out of 30 respondents, educational level was administered in four categories as shown below. A majority (45 percent) had primary as their highest education level while (30 percent) had secondary as the highest level of education, (15 percent) had college as their highest level and (10 percent) of all the respondents had attained post-secondary education (University) as shown below.

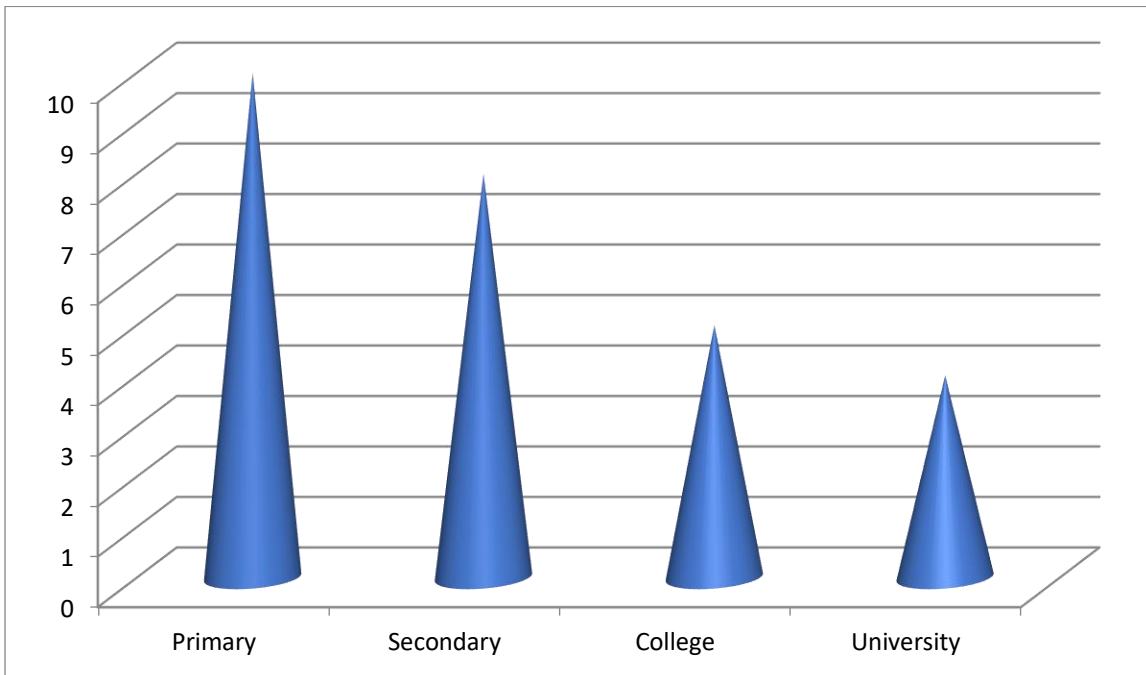


Figure 2: Level of Education

Years in Church as a Member

As shown in figure 3 below, 85% of the respondents stated to have been in the church for over 5 years. Only 8% reported that they had less than 2 years in the church and 7% have been in the church for a period of 2-3 years.

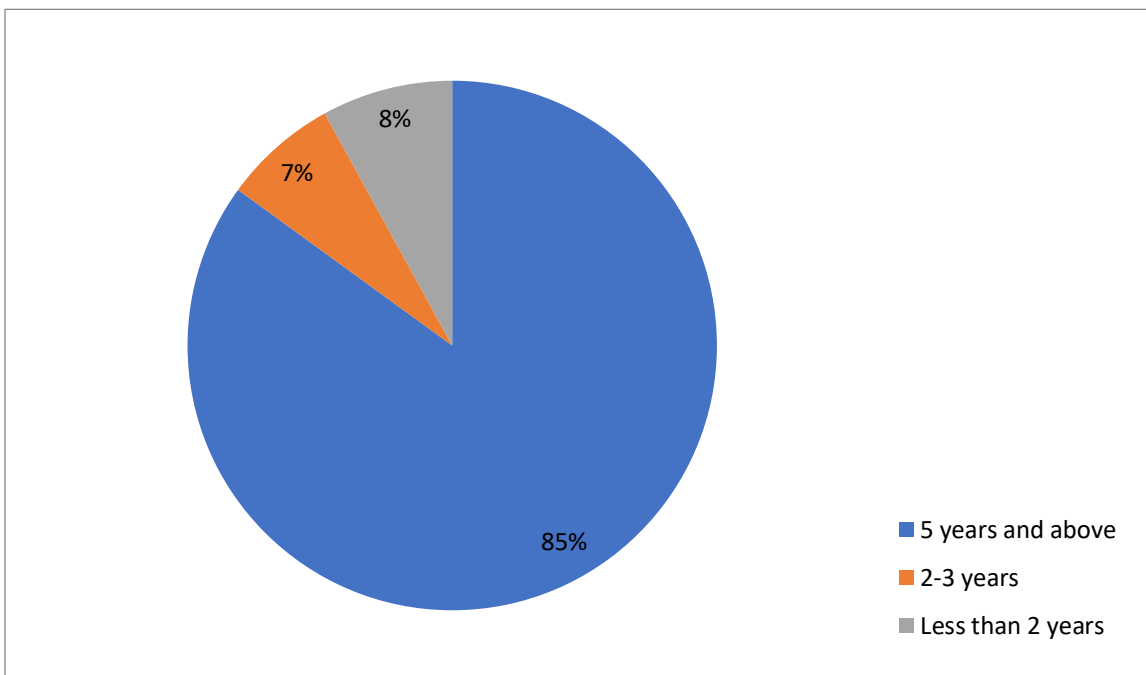


Figure 3: Years in church as a member

Position in Church

As shown in figure 4 below, 45% of the respondents are elders in the church and 35% are church leaders. While Sunday school teachers contribute to 20%. This indicates that the majority of the respondents were elders.

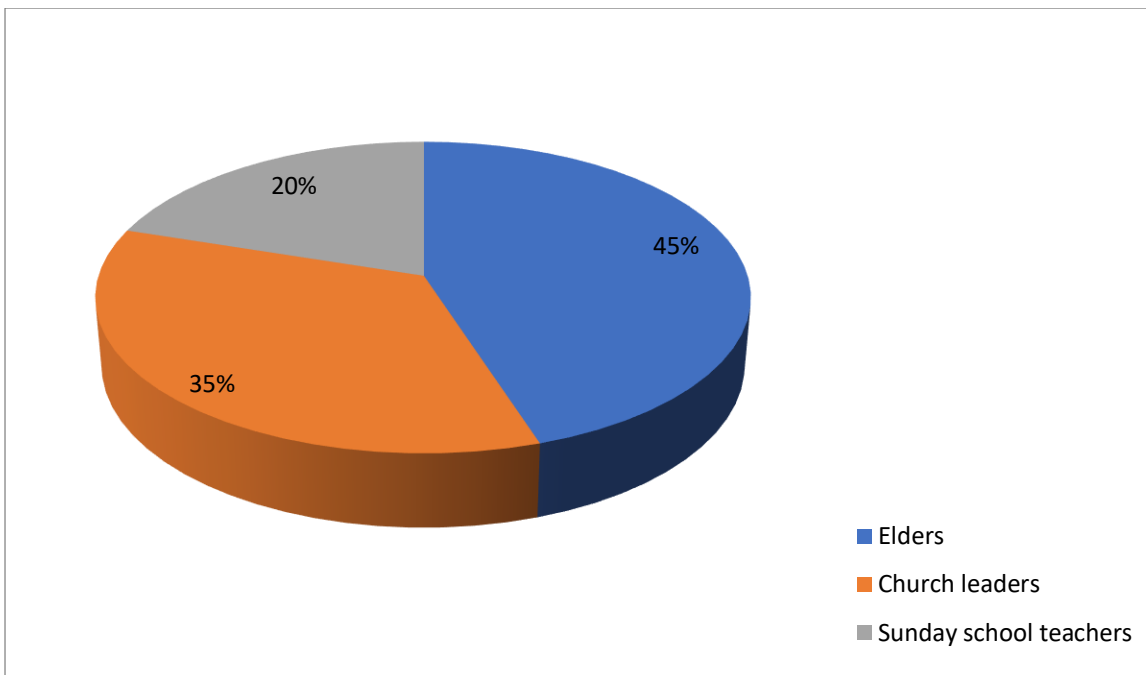


Figure 4: Position in Church

Descriptive Results on the Role of church Leadership on the Growth of Children

Ministry

The study's primary goal was to determine how church leadership contributed to the development of children's ministry at St. Philip Parish. The descriptive findings about the influence of church leadership on the growth of children's ministry are displayed in table below. According to the table below, 52% of respondents strongly agreed that St. Philip Parish provides spiritual growth and care for children. 30% percent strongly agreed that church leadership mobilizes sufficient resources for children ministry, while 30% percent of respondents believed that church leadership consistently arranges parenting seminars on a regular basis. Additionally, 43% of respondents strongly agreed that church leadership places a great emphasis on children ministry, and 36% strongly agreed that the St. Philip Parish encourages and affirms excellent parenting in all facets of congregational life. Based on the average, it is evident that participants concur that church leadership has a remarkable impact on the development of children's ministry in St. Philip Parish.

Descriptive results on the role of church leadership on the growth of children ministry

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Stdev
Nurturing of children to grow spiritually is available	3.7%	2.0%	15.4%	26.9%	52.0%	4	1
Church leadership organizes parenting classes regularly	11.7%	19.4%	22.4%	37%	12.7%	3	1
Church Leadership mobilizes enough resources for children ministry	5.0%	12.7%	21.6%	30.4%	30%	4	1
There is emphasis on Children ministry from church leadership	1.10%	4.0%	20.8%	31.7%	41%	4	1

Effective Parenting skills is encouraged and affirmed in all aspects congregation's life

2.2%

7.7%

208%

34.7%

31%

4

1

Descriptive Results of Resource Allocation on the Growth of Children Ministry

The next table reveals that 18.3% of respondents were neutral and 43.3% strongly agreed that there is enough space for kids to play in the church. 41.7% strongly agreed that the church area and playground are clutter-free for safety reasons, and 49% strongly agreed that children's classrooms have locked doors and windows for security reasons. Additionally, 45.6% of respondents strongly agreed that children's curriculum are age-appropriate, according to the data. 45.1% strongly agreed and 28.2% agreed that there is sufficient funding allocated for children ministry and that children are taught about the Christian religion and given opportunities to practice putting it into practice. This therefore, means clearly the respondents strongly agreed that the role of resource allocation policy is essential towards the growth of ministry of children at St. Philip Parish.

Table 4.3: Descriptive results on the role of resource allocation on the growth of children ministry

	Strongly Disagree		Neutral	Strongly Agree		Mean	Stdev
Enough space within church surrounding for children to Play	11.5%	16.4%	17.3%	9.6%	44.3%	4	1
Children classes have lockable doors and windows for security Purposes	4.9%	10.5%	11.5%	24.1%	50.0%	4	1
Church area and playground Is free from clutter for safety purposes	6.8%	5.8%	20.3%	24.3%	44.7%	4	1
There is age appropriate curriculum for children	7.8%	9.7%	14.6%	22.3%	44.6%	4	1

Through curriculum, children learn about Christian faith and have opportunities to practice putting into action	3.7%	7.10%	15.7%	26.5%	46.1%	4	1
There's enough budget allocation for children ministry	14.7%	13.6%	26.2%	27.2%	18.5%	3	1

Descriptive on the Role of Children Ministry Personnel

The results of the workforce's contribution to the growth of children ministry at St. Philip Parish are displayed in the table below. According to 31.4% of respondents, hiring decisions for children in the workforce are made based on the same criteria as for adults. 35% of respondents said that the staff made up of children is regularly trained in child welfare and equipped with the necessary skills to deal with children. Furthermore, 33.7% of respondents concurred that the staff for children is informed and well-equipped in the field of children ministry. However, 28.7% of respondents strongly agreed that children's workforce is routinely developed in subjects pertaining to children.

Descriptive on the role of children ministry personnel

	Strongly Disagree		Neutral	Strongly Agree		Mean	Stdev
Children workforce is recruited on requirement basis as any other worker i.e. education experience, age etc.	16.7%	17.6%	24.5%	30.4%	11.8%	3	1
Children workforce is frequently equipped on how to handle children	1.9%	17.5%	27.2%	36.0%	17.5%	3	1
Children workforce receives training occasionally	4.9%	17.4%	33.0%	34.0%	11.7%	3	1
Children workforce is well equipped and knowledgeable on children ministry	6.8%	15.3%	27.0%	32.7%	17.3%	3	1

Children workforce is developed in matters concerning children regularly i.e. workshops, children seminar attendance

7.9%	14.9%	20.8%	27.7%	28.7%	4	1
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Descriptive Results of the Growth of Children Ministry

According to the following table, 35% of respondents strongly agreed that children's ministry is thriving and expanding numerically, while just 5.8% strongly disagreed. Regarding how the children's ministry is structured in terms of leadership, 43% agreed and 20% strongly agreed. When it came to the question of whether the budget for children's ministry is carefully reviewed and allocated equitably like that of other church ministries, 24% of respondents were neutral, and 21.4% strongly disagreed. 21% of respondents agreed and 26% disagreed that there are sufficient resources for child ministries to enable efficient ministry implementation. Of the respondents, 26.1% were neutral. Of those who agreed that the curriculum for children is well-planned and doctrinally sound, 32% strongly agreed and 31.3% agreed. Regarding the topic of well-trained youth workers who are authorized to manage ministry, 36.6% of respondents agreed, while 22.2% were neither impartial nor firmly in agreement. When it comes to the opinion that children ministry should be the top priority for church leadership, 33.1% agreed and 27.4% were neutral.

Descriptive results of the growth of Children Ministry

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Stdev
Children ministry is vibrant and growing numerically	5.80%	7.82%	14.58%	37.95%	33.95%	4	1
Children ministry is organized in terms of leadership i.e. ministry head and staff	4.75%	16.35%	14.38%	43.32%	21.20%	4	1

Children ministry budget is well considered and distributed equally like in other church ministries	21.40%	19.41%	25.33%	16.50%	17.46%	3	1
Adequate Child ministry Resources enabling effective ministry execution	20.37%	25.23%	26.17%	21.43%	6.77%	3	1
Children curriculum is well thought out and doctrinally Sound	4.88%	11.72%	20.38%	31.12%	32.18%	4	1
Well-equipped children workers empowered to handle ministry	5.81%	13.490%	22.11%	36.49%	22.11%	4	1
Children ministry is the top priority for church leadership	6.79%	12.61%	27.19%	33.10%	20.39%	3	1

Discussion of Findings

The outcome of the study has been discussed in relation to the study objectives as follows;

Church Leadership Effect on the Growth of Children Ministry

The findings suggest that the development of children's ministry at St. Philip Parish is significantly influenced by church leadership. The correlations demonstrated a strong and positive association with the growth of the children's ministry, which suggests that St. Philip Parish's children's ministry has developed with the improvement of church leadership. Regression study revealed a statistically significant correlation between the growth of children's ministry and church leadership roles. Conor's study which notes that "Churches with successful children growth describe their senior pastor to be very supportive of children ministry," is in fact supported by this (Conor, 2007, p.216)³⁰

Resource Allocation on the Growth of Children Ministry

According to the descriptive statistics, a higher proportion of respondents agreed that resource allocation policy has a major impact on the growth of children's ministry. The results of the correlations also indicated a positive association between the growth of St. Philip Parish's children ministry and the allocation of resources; the Pearson correlation value was $r= 0.491$ with a $p=0.000$, which was significant at the 0.01 significance level. Regression analysis however revealed a statistically negligible correlation between the expansion of St. Philip Parish's children's ministry and the role of resource allocation. This implies that there is little impact caused by resource allocation on the growth of children ministry at St. Philip Parish. The correlation results agree with a research done in England churches by Voas and Walt (2014, p.55) which indicated that resource allocation has a strong impact on the growth of children ministry because "the more the resources the more the growth"³¹.

³⁰ Conor, P. (2007). *Children's Evangelism Survey Research Report*. In E. S. Elmer Towns, *11 Innovations in the Local Church*. Ventura, CA: Regal books.

³¹ Voas, J. & Walt, D (2019): *Resource allocation in children's ministry*. *Journal of children's ministry research*, 15(2), 123-137

Children Ministry Personnel on the Growth of the Children Ministry

The results of the correlations show a significant and favorable association between the growth of the children's ministry at St. Philip Parish and the children's ministry. The outcome suggests that higher worker performance would contribute to the growth of the children's ministry. Regression study however, revealed a statistically negligible correlation between the number of staff members in the children's ministry and the growth of that ministry. This indicates that the staff at St. Philip Parish had minimal influence over the growth of the children's ministry. But as per Eri's research, they noted that "future improvement of children ministry requires that children workers be equipped." For this reason, they support extensive training and screening of young employees prior to employment in order to improve the ministry in the future (Eri, 2016, p.123) ³²

³² Eri, R. (2016). *Children and the church: why the church should invest in the youth and children*.

Nairobi: Christianity in numbers.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

An overview of the study's recommendations, conclusions and areas in need of more research were included in this chapter. The results were compiled in a manner consistent with the objectives of the research. Based on the study's findings, recommendations were made as follows.

Summary of Findings

The study's target population was the people of St. Philip Parish. Regarding the St. Philip Church, the unit of analysis, the study used a census survey technique. Questionnaires that were structured were used to collect primary data. Data for the study were gathered through questionnaires. Computer software called the statistical package for social sciences was used to evaluate the data obtained from the questionnaires. Both descriptive and inferential statistics were produced using SPSS. The features of the variables under investigation were captured using descriptive statistics such as the mean and standard deviation.

Church Leadership and Growth of Ministry of Children

The development of the children's ministry at St. Philip Parish is greatly influenced by the leadership of the church. According to the descriptive analysis, the respondents strongly agreed that church leadership is crucial to facilitating the growth of children's ministry. Regression study revealed a statistically significant correlation between the growth of children's ministry and church leadership roles. The correlation results also show a substantial and favorable association between the growth of St. Philip Parish's children's ministry and the position of church leadership.

Role of Resource Allocation on the Growth of the Children Ministry

Allocating resources is crucial to ensuring that St. Philip Parish's children ministry grows. The descriptive data make it evident that the ministry of children has grown in response to better resource allocation. Furthermore, a robust and affirmative correlation was observed between the allocation of resources and the growth of the children's ministry at St. Philip Parish. Regression analysis however, exposed a statistically negligible correlation between the growth of St. Philip Parish's children's ministry and the role of resource allocation. The regression analysis shows that resource allocation has minimal effect; hence it needs to be improved if St. Philip Parish wants to see better growth in its children's ministry.

Role of Children Ministry Personnel on the Growth of Children Ministry

Many of the responders at St. Philip Parish concurred that expanding the workforce in children's ministry is essential to realizing the goal of children's ministry growth. This implies that growth of children's ministry was a result of strengthening the staff involved in it. Furthermore, a vigorous and affirmative correlation was observed between the expansion of the children's ministry at St. Philip Parish and the role of the staff in children ministry. Regression study though revealed a statistically insignificant correlation between the number of staff members in the children's ministry and the growth of that ministry.

Conclusions

The data analysis indicates that church leadership plays a key influence in the growth of the children's ministry at St. Philip Parish, which has a favorable impact on the ministry's growth. For this reason, St. Philip Parish needs to work more to enhance church leadership in order to promote the children ministry's healthy development. According to the correlation data, resource allocation also had a favorable impact on growth. This suggests that the church should enhance resource allocation to

guarantee that children's ministry grows. Furthermore, the study demonstrates that the presence of effective staff in children ministry has a favorable impact on ministry growth. As such, greater effort should be made to guarantee that children ministry personnel are present and well equipped in order to promote positive growth.

Recommendation

Church leadership and the growth of children's ministry: St. Philip Parish's children's ministry should increase as a result of better church leadership. It would be beneficial for the children's ministry to grow even more to include other congregations.

Resource allocation and the expansion of children's ministry: St. Philip Parish should put this strategy into practice in order to see the children's ministry grow positively. You might expand this to include more churches.

Employees in the children's ministry regarding the expansion of the field: To achieve a positive growth in children ministry, St. Philip Parish should execute people service for the ministry in an effective manner.

Suggestions for Further Study

Given that only 65% of the factors influencing the expansion of children ministry were examined in this research, additional research is advised to identify the remaining elements that may be having an impact on the growth of children ministry.

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Zondervan

Appendix 1: Consent form

Title of the Study: “The Impact of Church Leadership on Children’s Ministry Growth: A Case Study of St. Philip’s Parish, Diocese of Northern Uganda”

Researcher: DANIEL OMONY **Affiliation:** UGANDA CHRISTIAN UNIVERSITY

Contact Information: danomony1@gmail.com Tel. 0772784848

Introduction:

You are invited to participate in a research study. Before you decide whether to participate, it is important for you to understand why the research is being conducted and what your participation will involve.

Purpose of the Study:

The purpose of this study is to investigate and understand the Impact of Church Leadership on Children’s Ministry Growth: A Case Study of St. Philip’s Parish, Diocese of Northern Uganda

Procedures:

If you agree to participate in this study, you will be asked to [briefly describe what participants will do, e.g., complete a questionnaire, participate in an interview]. The study will take approximately [estimated time] to complete.

Risks and Benefits:

There are no known risks associated with this study. Your participation will contribute to our understanding of children ministry growth in the church community.

Confidentiality:

Your responses and any personal information collected during this study will be kept confidential. Your name will not be associated with your responses. Only the research team will have access to the data, and it will be stored securely.

Voluntary Participation:

Your participation in this study is voluntary. You are free to refuse to participate or to withdraw your consent at any time without penalty or consequence.

Questions and Concerns:

If you have any questions about this study, you may contact the principal investigator, Rev. Daniel Omony at the Diocese of Northern Uganda P.o box 232 Gulu. Tel. 0772784848/0756382665

If you have concerns about the research and wish to talk to someone other than the research team, you may contact the Institutional Review Board (Uganda Christian University) at Mukono Uganda.

Consent:

By signing below, you confirm that you have read this form, understand the study's purpose and procedures, and voluntarily agree to participate in the research.

Participant's Name (Printed): _____ Participant's Signature:

_____ Date: _____

Parental/Guardian Consent (if applicable):

If the participant is under the age of 18, please obtain consent from a parent or legal guardian. The parent/guardian's name and signature should be included on this form.

Parent/Guardian's Name (Printed): _____ Parent/Guardian's Signature:

_____ Date: _____

Appendix 2: Questionnaire

Dear respondent,

I am DANIEL OMONY a student of Uganda Christian University pursuing Bachelor of Divinity. I am collecting data for my Dissertation titled, “The Impact of Church Leadership on Children’s Ministry Growth: A Case Study of St. Philip’s Parish, Diocese of Northern Uganda”

NB. Kindly fill your honest response in the space provided or tick (√) as appropriate. All the information provided here will be considered private and confidential for the purpose of this research ONLY.

SECTION A: GENERAL DATA

Kindly indicate your gender

Male

Female

Please indicate the highest level of education you have attained

Primary level

Secondary level

College level

University level

How many years have you been in the church?

Less than 2 years

2- 3 years

Over 5 years

What is your position in the church?

Elder

Sunday school teacher

Church leader

Section B: Church leadership

In the table below, in a scale of 1-5 please indicate the extent of your agreement with the statement;

5) Strongly agree; 4) Agree; 3) neutral; 2) disagree; 1) strongly disagree

s/n	Statement	5	4	3	2	1
1	There is nurturing children to grow spiritually					
2	The church leadership organizes parenting classes					
3	The church leadership mobilizes and distribute enough resources for children ministry					
4	There is love and emphasis for children ministry by the church leadership					
5	Effective parenting skills are encouraged and affirmed in all aspects of the congregation's life					

Section c: Resource allocation

5) Strongly agree; 4) Agree; 3) neutral; 2) disagree; 1) strongly disagree

s/n	Statement	5	4	3	2	1
1	There is enough space within the church premises for children to play					
2	The children churches have lockable doors and windows for safety purposes					

3	The children are grouped and taught according to their age groups					
4	Through the curriculum learned, the children are able to put Christian faith and have the opportunities to put them in action					
5	There is enough budget allocation for children ministry					

Section D: Children ministry personnel

5) Strongly agree; 4) Agree; 3) neutral; 2) disagree; 1) strongly disagree

s/n	Statement	5	4	3	2	1
1	Children personnel are recruited on merits and qualifications like any other workers					
2	The children personnel are often equipped on how to handle children					
3	The children personnel receive training occasionally					
4	The children personnel are well equipped and knowledgeable on children ministry					
5	The children personnel are well developed on children matters, they attend seminars, workshop etc					

Section C: Growth of children ministry

5) Strongly agree; 4) Agree; 3) neutral; 2) disagree; 1) strongly disagree

s/n	Statement	5	4	3	2	1
1	The children ministry is vibrant and growing numerically					

2	The children ministry is always organize in terms of leadership (ministry head and staff)					
3	The budget for children ministry is well considered and distributed in equal measure as to other church ministries					
4	There is enough resources to enable children ministry to run out effectively					
5	The children curriculum is well taught and doctrinally sound					

