TOWARDS EFFECTIVE MANAGEMENT OF FAITH-BASED ORGANISATIONS:

A CASE STUDY OF BAPTIST RELIEF AND DEVELOPMENT AGENCY

by

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CERTIFICATION PAGE

I, Aidoo Michael Sebastian, hereby declare that this submission is my own work towards the Master of Philosophy (M.Phil) Degree in Religious Studies and that to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University. I further declare that all the quotations have been distinguished either by quotation marks, italics or indentation in the body of the Thesis and all sources of information specifically acknowledged by means of Bibliography. I take responsibility of any error in the piece.

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DEDICATION

To Rebecca, my wife, for her love, patience and support during the period of this programme, and my children Ronald, Albert, Jeff, Bernice, Favour and Roni for their understanding for my numerous absence from home.

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ABSTRACT

This research intends to discover if faith- based organizations are being managed in accordance with both conventional and biblical management principles to ensure sustainability and growth. To achieve our purpose for the research we investigated why faith-based organizations are not able to attract and retain quality human resource, and also cannot attract funding for the projects they have embarked on to meet the socio-economic needs of the communities. The Baptist Relief and Development Agency (BREDA) of the Ghana Baptist Convention was used as a case study and, as such, critically examined. The research revealed a poor human resource management and development at BREDA in terms of recruitment, compensation or remuneration, and training. This has happened because BREDA has no staff conditions of service of its own and has to depend on the service conditions of the Ghana Baptist Convention. It was also discovered that BREDA does not manage its own finances because it is seen as a unit of the Ghana Baptist Convention. The staff of BREDA are not well paid which is a disincentive and has led to a high labour turn-over. Since the Ghana Baptist Convention recruits staff for BREDA based on its financial position, there is understaffing at the project sites. Another problem is that of spreading projects across the country which has made supervision difficult for the Director and the programmes' officer, both of whom are based at the head office in Accra. This thesis argues that in order to effectively manage faith-based organizations like BREDA, they should be devoid of undue denominational influence and be managed in accordance with basic management principles and practices that have their parallels in the Bible. BREDA as an organization should be autonomous to ensure effective and efficient human resource, project and financial management. This will empower the Director of BREDA to take initiatives and responsibility for such decisions.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the Study

Virtually every aspect of life is affected at least indirectly by some type of organisation. People look to organisations to feed, clothe, house, educate, and employ them. Organisations attend to people's needs for entertainment, spiritual upliftment, insurance, transport, healthcare, and legal assistance among many others (Kreitner and Kinicki, 1998:560). Almost all of these organisations are also concerned with such objectives as survival, growth and profit. For profit making organisations like banks and commercial houses their primary objectives are to survive, grow and make profits, whereas for non-profit making organisations like non-governmental organisations and faith-based organisations the objectives are to survive and grow.

For any organisation to achieve such objectives, be it profit or non-profit making, there should be an effective management practice in place. Cohen, Fink, Gadon and Willits (1995:18) quote Frank Rope extensively as follows:

> So far what has emerged is a host of management theories and practices befitting an age of global enterprise, instantaneous communication, and ecological limits. Some are familiar: hierarchical organisations being replaced by more flexible networks; workers being "empowered" to make decisions on their own; organisations developing a capacity for group learning, instead of waiting for wisdom from above;… creativity and intuition joining numerical analysis as aids to decision making; love and caring being recognized as motivators in the workplace;… Together these developments suggest the possibility of a fundamental shift. The new paradigm puts people – customers and employees – at the centre of an organisation.

From the above quotation it could be easily deduced that organisations are seeking not just management theories but rather effective management theories and practices that will bring

organisational success. Faith-based organisations are not exempt from practicing effective management for sustainability and growth. In addition to its spiritual functions and dependence on God for direction, faith-based organisations exist to perform management functions by mobilising and using human, material, and financial resources to achieve the purposes of God (Boapeah, 2006:iv). It would be appropriate at this point for the researcher to define and explain some of the key terms in the topic, namely, management, organisation, and faith-based organisation.

MANAGEMENT

Ivancevich, Donnelly and Gibson (1989:43) define management as "the process undertaken by one or more persons to coordinate the activities of other persons to achieve results not attainable by one person acting alone." They again mention that the process of management consists of certain basic management functions which are planning, organising and controlling, which are linked together by leading. Planning determines what results the organisation will achieve; organising specifies how it will achieve the results; and controlling determines whether the results are achieved.

Gitman and McDaniel (2000:204) define management as "the process of guiding the development, maintenance, and allocation of resources to attain organisational goals." They assert further that management is dynamic by nature and evolves to meet needs and constraints in the organisation's internal and external environment.

Nickels, Mchugh and Mchugh (2002:206) in their book *Understanding Business*, define management as "the process used to accomplish organisational goals through planning, organising, leading, and controlling people and organisational resources."

Boapeah says there are three basic approaches to the definition of management. These are the classical or functional approach, which defines management as planning, organising, motivating, coordinating, and controlling people and work to achieve organisational goals; the human behavior approach which defines management as meeting the social, psychological, and relational needs of the people to achieve collective organisational goals; and the system approach which defines management as promoting interdependence between people, technology, structures, and the environment to achieve organisational goals (Boapeah, 2006:9). These three approaches, according to Boapeah, have given rise to three basic skills for effective management. These are Technical skill, which is the ability to use available resources in the form of knowledge, methods, techniques, and equipment to perform specific tasks; Human Relations skill which is the ability to work with, through, and for people; and Conceptual skill which is the ability to understand the organisation as a complex whole and recognizing how the various functions depend on each other to achieve the goals of the organisation.

ORGANISATION

Organisations exist to get things done. According to Armstrong and Stephens (2005:103) "organisations are entities which are there for a purpose. They consist of people whose activities, if they are carried out properly, ensure that the organisation achieves that purpose." Analysed from an institutional perspective, an organisation is a permanent arrangement of elements and these elements and their actions are determined by rules so that a certain task can be fulfilled

through a system of coordinated division of labour. By coordinated and planned cooperation of the elements an organisation is able to solve tasks that lie beyond the abilities of the single element (Armstrong and Stephens, 2005:104).

An organisation can also be defined as "a system of consciously coordinated activities or forces of two or more persons" (Kreitner and Kinicki, 1998:561). It consists of two or more people working together with a common objective and clarity of purpose. An organisation has well-defined lines of authority, channels of information flow, and means of control. Human, material, financial and information resources are deliberately connected to form well functioning organisation (Gitman and McDaniel, 2000:230). Embodied in the conscious coordination aspect of the definition are four common denominators of all organisations: coordination of efforts, a common goal, division of labour, and a hierarchy of authority. Coordination of efforts is achieved through formulation and enforcement of policies, rules, and regulations. Division of labour occurs when individuals performing separate but related tasks pursue a common goal. The hierarchy of authority, also known as chain of command, is a control mechanism dedicated to making sure that the right people in the organisation do the right thing at the right time (Kreitner and Kinicki, 1998:561).

According to Glenn Morgan (1992:5), "an organisation involves bringing together human beings in a coordinated and controlled mechanism in order to achieve objectives, otherwise impossible." He went on to say that the potential for organisations to expand beyond space and time constraints increases as the central processes of control and coordination become refined and rationalized (Morgan, 1992:5).

FAITH-BASED ORGANISATION

The term "faith-based" is used to describe organisations that are religious in nature and origin. Faith-based organisations are distinguished from government, public or private secular organisations (Wikipedia,). A faith-based organisation is constituted as not-for-profit, non-governmental organisation and aligned with a religion such as Islam or Christianity that seek the socio-economic development of the communities in which they operate.

In their Brussels Statement of April 1999 (Samuel & Sugden, 1999:112) the Assemblies of God said among other things that "throughout our history men and women called by God and anointed by the Holy Spirit expressed their call by reaching, planting, training and touching the world's people. Visible expressions of touching, according to them, meant feeding the hungry, clothing the needy, pouring oil on the wounded, and in general, continuing the compassionate ministry of Jesus Christ" (Samuel & Sugden, 1999:112). By this declaration, it is clear that the ministry of the church is not only spiritual but also material, that is, meeting the physical needs of the people. This has led to the establishment of faith based organisations through which the church could touch the lives of people.

For many years faith-based organisations have played major roles in society, delivering a variety of services to the public, such as seeking the spiritual well-being of the people, advocating justice for the oppressed and playing a major role in humanitarian aid and international development efforts. Examples of faith-based organisations are the Christian Council of Ghana, Islamic Council for Development and Humanitarian Services, World Vision International, Baptist Relief and Development Agency, The Methodist Development and Relief Services, and Ghana Institute of Linguistics, Literacy and Bible Translation.

Christian Aid, a faith-based organisation based in Britain have channeled sums of money donated by the British public to alleviate poverty and to encourage developmental work in Senegal (Knight, 1994:6). They have been supporting a major training and awareness-raising effort by a Senegalese NGO, Union de Solidarite et Entraide, through a project known as the Integrated Programme of Podor which works closely with villagers in the middle valley (Knight, 1994:8).

The problem we, however, face when we attempt to use a prototype definition is that 'faith-based organisations' is relatively recent terminology which was specifically invented to denote organisations influenced by faith-traditions but not to the extent of being religious organisations (Torry, 2006:17). Torry explains this by arguing that a religious organisation's main purpose is religion and a faith-based organisation has another main purpose, which is meeting the physical or development needs of the communities in which they minister, but is strongly influenced by a religious tradition.

1.2 The Problem Statement

Religious organisations seem to be the most resourced and resourceful organisations due to the fact that they have members with natural, intellectual, academic and, most importantly, spiritual endowments. Professionals like lawyers, teachers, accountants, project managers, and many more abound in the religious community whose potentials and skills are available to be tapped for the sustenance and growth of faith-based organisations. However, it seems most faith-based organisations are not experiencing the material growth needed to make an impact on the community or nation in which they operate. There is lack of adequate funding to carry out projects and programmes that will ensure growth, qualified personnel do not feel attracted to

work with faith-based organisations, and when they are employed, the faith-based organisations are not able to retain them. While a number of factors could be assigned to this phenomenon, the researcher thinks that the poor human resource management factor is most prominent.

It is in the light of this that the researcher undertook the research into the management theories and practices of Baptist Relief and Development Agency (BREDA) to ascertain the effectiveness of such management practices. The researcher chose to use the Baptist Relief and Development Agency as a case study because he has witnessed the BREDA struggling to achieve material growth and its objectives, and the huge challenge it faces in getting funds to implement its programmes and projects. BREDA has over the years been involved in advocacy programmes such as the liberation of victims of the Trokosi cult, the establishment of vocational schools in Tamale and Frankadua to train less privileged girls in those communities and freed trokosi girls respectively, the setting up of citrus plantation at Agona Asafo to create employment, and a hospital at Nalerigu. However, it faces a lot of challenges in prosecuting its tasks. If it has not made the expected impact, then the question is "what are the inhibitions?" Is the problem administrative, managerial or leadership? These are the questions this research seeks to find answers to.

1.3 Objectives of the Research

The objectives of this research are three and interrelated as follows:

1. Study the management styles of some faith-based organisations, particularly BREDA and its administrative policies.

2. Find out why for some faith-based organisations are unable to attract qualified personnel or retain those they have employed

3. Find out whether the BREDA is being managed effectively or not.

1.4 Significance of the Research

The significance of the research are as follows:

1. It will unearth the management principles and policies adopted to run faith-based organisations

2. It will serve as a guide for the BREDA if they wish to restructure its administration

3. It will pave the way for further research into the administration and management of faith-based organisations in Ghana.

4. It will be a reference document for students who wish to study the effective way of managing faith-based organisations.

1.5 Scope of the Research

Researchers are usually confronted with the challenge of time for completion and space allocated for the work. As such, parameters have to be set by the researcher in order to overcome such challenges. This work therefore focused on BREDA, looking at its successes and failures in terms of managerial, organisational, and leadership perspectives.

1.6 Method of the Research

The researcher used qualitative method in the collection of data for this work. Both primary and secondary data were collected for this research. For the primary data, we interviewed the Assistant General Secretary of Ghana Baptist Convention on 22nd November 2009 at their Head Office, and the Director of BREDA and the Programme Officer of BREDA on 22nd November 2009 at the BREDA office in Accra. We also visited the Baptist Vocational Training Centre at Frankadua, the Mafi Early Childhood Development Project at Aflao and the Baptist Child Development Project in Tamale where the project assistants and some beneficiaries were interviewed. Structured interview questions were used throughout the research. Books of Reports, minutes of Annual Sessions and brochures were reviewed as part of the primary data.

For the secondary data, books on general management principles and organisational behavior were used to ascertain whether these theories and practices have been applied by faith-based organisations. The major problem we encountered was that not much have been documented on the research topic.

1.7 Literature Review

Kreitner and Kinicki (1998) in their book *Organisational Behavior* assert that organisational effectiveness could be assessed by the quality of management, quality of product and services, innovativeness, long-term investment value, financial soundness, ability to attract, develop and keep talented people, responsibility to the community and the environment, and the wise use of corporate assets. They go further to group these under four generic approaches, namely, goal accomplishment, resource acquisition, internal processes, and strategic constituencies

satisfaction. They, however, do not suggest how these organisational effectiveness criteria could be applied by faith-based organisations in order to meet or exceed their goals. This is what the researcher will seek to investigate and recommend where appropriate.

Blunt and Jones (1992) in their book *Managing Organisations in Africa* identified ethnocentrism, traditionalism, communalism and cooperative teamwork as the prominent causes of the problem of organisational performance in Africa. They also identified the symptoms of poor organisational performance as inability to make policies and routine decisions and implement them; failing services; low morale; high spending on staff; overstaffing; declining revenue; and weak financial management, budgeting, control, accounting and audit. The researcher agrees with the authors in terms of the causes and symptoms of the problem. However, the authors did not indicate whether these apply to faith-based organisations in Africa. Can the same principles be applied in the management of faith-based organisations? This is what the researcher will seek to find out.

On his part, Boapeah (2006) in his book *Principles of Church Management* argues that faith-based organisations require the study and application of God's Word, the Holy Spirit's direction, and sound leadership and management skills. According to him sound leadership and effective management skills have eluded faith-based organisations managers due to their lack of understanding and appreciation of the need to acquire and apply management skills in Christian Ministry. This has resulted in lack of vision and goal setting which have translated lack of programmes of activities to guide current and future actions. Boapeah, however, limits the management principles to the local church without seeking to apply them to a faith-based

organisation such as Baptist Relief and Development Agency. This gap is what the researcher seeks to fill.

Frimpong (2000) in his book *Project Management for Non-Profit Organisations* says that faith-based organisations are faced with the lack of funds to finance their projects and programmes due to donor fatigue, renewed pressure from donors to deliver tangible results, loss of leadership as well as high labour turnover, governance problems resulting from inactive boards, and limited managerial and financial expertise. He then identifies sound project management principles as one of the workable possibilities of addressing the challenges. He fails to discuss other possibilities like effective leadership styles by managers of faith-based organisations or their organisational structures. His discussion on organisational structure is limited to a project within the organisation. What he left out the researcher will seek to add.

Anderson and Jones in their book *The Management of Ministry (*1978) say that the Church carries out its ministry as it interprets and relates the Christian faith to the lives of individuals and groups, and to communities that surround them. By assisting people in their role as worshippers to become more human through embarking on projects that ensure the well-being of the people, the Church enables members of society to attain personal fulfillment and to respond to the real human needs of their communities. When the Church succeeds, people's lives and entire societies are enriched while it fails the Church becomes weak and disintegrates, and society is weakened with it. The authors prescribe the effective management of programmes and task groups, and effective leadership as ways to ensure the success of Christian organisations. They, however, do not consider the organisation structure and administrative processes of the organisations. These are what the researcher will investigate.

In his book, *Baptist History and Polity/Practice* (2003), Amo chronicles how the Ghana Baptist Conference which was established in 1947 grew to become a Convention in 1963, thus, gaining independence from the Nigeria Baptist Convention. He says that the 1969 Aliens Compliance Order affected the numerical growth of the Convention. He goes on to discuss the various structures within the Convention and its polity and practice. Amo, however, fails to discuss the organisation structure and the management and leadership policies and practices of BREDA, which is a subsidiary of the Convention. This is what the researcher will seek to address.

In *Management: A Biblical Approach*, Rush (1983) stresses the need for a biblical approach to management in Christian organisations where the Bible will be the basis of management and leadership styles. Myron Rush says that it is regrettable that managers of Christian organisations use management philosophy and principles from the secular world which he says are humanistic and materialistic. Here, the author asserts that authority and power are seen as means of manipulating, using, and controlling people. He argues that authoritarian approach to management stimulates discontent, frustration and negative attitude towards leadership. The author therefore advocates for a biblical approach to management, using what Jesus said in Matthew 20:20-28 as his basis and defines biblical management as 'meeting the needs of people as they work to accomplish goals'. From this point of view, the researcher will find out whether faith-based organisations have used the biblical approach to management and the result that have come out of it.

1.8 **Organisation of the Research**

This work is divided into five chapters. Chapter one is the general introduction to the research and dealt with the background, problem statement, objective of the research, methodology and

literature review among others. General principles of management and leadership, including biblical perspectives and organisational effectiveness are discussed in chapter two. A brief history, management style and the organogram of BREDA are captured in chapter three. In chapter four the management style, and organogram of BREDA are critically assessed. Chapter five dealt with the summary of issues emerging from the research, recommendations and conclusion.

CHAPTER 2

PRINCIPLES AND THEORIES OF MANAGING ORGANISATIONS

2.1 Introduction

Managing is one of the most important human activities. From the time human beings began forming social organisations to accomplish aims and objectives they could not accomplish as individuals, managing has been essential to ensure the coordination of individual efforts (Olum, 2004:1). As society continuously relied on group effort, and as many organised groups have become large, the task of managers has been increasing in importance and complexity. Henceforth, managerial theory has become crucial in the way managers manage complex organisations.

In chapter one, we discussed various definitions of management, organisation and faith-based organisations, and raised concern of the inability of some faith-based organisations to achieve their objectives. Organisations rely on managers to guide the daily process using human, technological, financial and other resources to create competitive advantage (Gitman & McDaniel, 2000:204). For many people, being in management is attractive, but there is an incomplete understanding of what managers do and how they contribute to organisational success or failure (Gitman & McDaniel, 2000:204). Faith-based organisations, like other secular organisations, have to be managed according to basic management principles in order to create competitive advantage. This chapter, therefore, examines the basic types and functions of management and the skills required to drive an organisation towards its goals. In addition, leadership in organisations and how organisation structure affects organisational effectiveness and efficiency will be discussed. This chapter will help us to assess the management styles of the selected faith-based organisations in chapter three before conclusions could be drawn.

2.2 What is Management?

There are several definitions for Management as there are several writers on this subject. We will therefore, limit ourselves to a few of the definitions by various writers.

Gitman and McDaniel (2000:204) defined management as "the process of guiding the development, maintenance, and allocation of resources to attain organisational goals" They argued that managers are the people in the organisation responsible for developing and carrying out this management process. According to them, this process of development, maintenance and allocation of resources is based on four key functional areas of the organisation, namely; planning, organising, leading, and controlling.

Rush (1983:13) defined management from a biblical perspective. He defined it as "meeting the needs of people as they work at accomplishing their job." According to him, Jesus Christ knew that the world's approach to management and leadership create relationship problems and poor productivity. Jesus told his disciples not to use authority and power to control people and pressure them to produce but to use authority and power to serve those under them. Rush (1983:12) argued that authoritarian approach to management stimulates discontent, frustration, and negative attitudes towards leadership because he thought that the secular definition for management (getting things done through others) makes employees feel as if they are tools to be used by their bosses to achieve organisational goals.

Kreitner and Kinicki (1998:7) have defined management as "the process of working with and through others to achieve organisational objectives in an efficient and ethical manner." According to them managers touch the lives of everybody in many ways since schools, hospitals, government

agencies, and large and small businesses all require systematic management. The central feature of the definition of management, according to the two scholars, is "working with and through others" because "effective managers are team players empowered by the willing support of others who are driven by conflicting self–interest" (Kreitner & Kinicki, 1998:7). Managers creatively carve a vision and actively sell bold new directions to team members in an ethical and sensitive manner.

Management has also been defined as "the process used to accomplish organisational goals through planning, organising, leading, and controlling people and other organisational resources." (Nickels, McHugh & McHugh, 2002:206) Well–known management consultant Peter Drucker has said that managers give direction to their organisations, provide leadership, and decide how to use organisational resource to accomplish goals (Nickels, McHugh & McHugh, 2002:206). In addition to what Drucker has referred to as the task of managers, today's management is also about conflict resolution, creating trust in an environment where trust has been badly shaken, and helping to create balance between work life and family life (Nickels, McHugh & McHugh, 2002:206).

From the four definitions and explanations by different authors given above, it is only Myron Rush who does not mention categorically that management is a process. We, however, think that his use of the word "meeting" implies a process and not a one time event. As such, it can be said that management is a process and for that matter a continuous occurrence or activity that enables an organisation to achieve set goals or objectives.

2.3 Branches of Management

There are several branches of management but we will mention and discuss only a few of them that may be relevant to this research. These will include operations management, human resource management and project management.

2.3.1 Operations Management

Operations is a term used to define all activities directly related to the production of goods and services (Shtub, 1991:1). Finch (2006:6) has defined operations management as "the management of resources used to create salable products and services." According to Finch, it consists of those tasks necessary to turn business inputs into more valuable outputs. The inputs consist of the combination of the traditional business resources such as employees, equipment and facilities, and some not–so–traditional assets such as knowledge, skills, customer relationships, and reputation. The salable outputs are products, services, information and experience (Finch, 2006:6). The challenge of operations management is to manage these resources effectively to generate a positive financial return.

Operations management had been described by Finch (2006:6) as a business function, analogous to accounting, marketing and finance. Many businesses, including their functions, have taken on very different work in recent years. Responsibilities have changed, decisions have changed, and the roles of traditional business functions have changed, such that in many organisations it has been difficult to distinguish between some functions like marketing, finance and administration (Finch, 2006:6).

In operations management many organisations bring experts together into cross–functional teams rather than have them continue to function behind the barriers that have traditionally separated business functions (Finch, 2006:6). The teams change as each project is accomplished and as new ones arise. The business where people interact only with their own kind – accountants, human resource managers, or information system staff – is no longer effective (Shtub, 1991:2).

2.3.2 Project Management

Frimpong (2000:6) defines project as "a specific developmental activity founded by a program." It has also been defined as "a finite endeavour (having specific and completion dates) undertaken to create a unique product or service which brings about beneficial change or added value." (Wikipedia, 2/7/2009) This finite characteristic of project stands in sharp contrast to processes, or operations, which are permanent or semi–permanent functional work to repetitively produce the same product or services.

Project management can, therefore, be defined as "the planning, organising, directing and control of company resources for relatively short term objective that has been established to complete specific goal or objective." (Frimpong, 2009:8) Thus, project management represents a set of principles, tools and techniques, for the effective management of objective oriented work in the context of a specifically unique organisational environment. Frimpong (2000:8) identifies four main features of a project:

1. A project has a specific objective to be completed within certain specifications;
2. A project has defined start and end dates;
3. A project has funding limits (if applicable);

4. A project consumes resources (i.e. money, people and equipment).

The Project Management Body of Knowledge (PMBOK) defines project management as "the application of knowledge, skills, tools, and techniques to project activities to meet project objectives." (Wikipedia, 2/7/2009). Frimpong (2000:8) writes that PMBOK describes project management under nine knowledge areas, namely, project integration, project scope management, project time management, project cost management, project quality management, project human resource management, project communication management, project risk management, and project procurement management.

According to Taylor (2002:307) project management reflects a commitment of resources and people to a typically important activity for a relatively short period, after which the management effort is dissolved. He asserts that projects do not have the continuity of supervision that is typical in the management of a production process and, therefore, the features and characteristics of project management tend to be somewhat unique (Taylor, 2002:307).

Most literature on project management speaks of the need to manage and balance three elements: people, time, and money. However, the fourth element is the most important and it is the first and last task for a successful project manager. First and foremost you have to manage the project scope. The project scope is the definition of what the project is supposed to accomplish and the budget (of time and money) that has been created to achieve these objectives. It is absolutely imperative that any change to the scope of the project have a matching change in budget, either time or resources. If the project scope is to build a building to house three places of convenience with a budget of $100,000 the project manager is expected to do that. However, if the scope is changed to a building for four places of convenience, the project manager must obtain an

appropriate change in budgeted resources. If the budget is not adjusted, the smart project manager will avoid the change in scope.

You can not effectively manage the resources, time and money in a project unless you actively manage the project scope. When you have the project scope clearly identified and associated to the timeline and budget, you can begin to manage the project resources.

2.3.3 Human Resource Management

Human resource management could be defined as "the process of hiring, developing, motivating, and evaluating employees to achieve organisational goals." (Gitman & McDaniel, 2000:256) It can also be defined as "the process of evaluating human resource needs, finding people to fill those needs, and getting the best work from each employee by providing the right incentives and job environment, all with the goal of meeting the objectives of the organisation" (Nickels, McHugh & McHugh, 2002:328). Most organisations strive to hire and develop well–trained, motivated employees so as to achieve organisational strategies and objectives. The human resource process includes job analysis and design, human resource planning and forecasting, employee recruitment, employee selection, training and development, performance planning and evaluation, compensation and benefits and organisational career management (Gitman & McDaniel, 2000:256).

From the discussion above, it could be realized that human resource management can be summarized into developing, appraising and rewarding personnel in an organisation.

Hodgetts (2002:297) has argued that many organisations use what he terms "management by objectives" (MBO) to appraise employees in order to reward them appropriately. He defined

management by objectives as "a process by which the superior and the subordinate jointly identify common goals, define the subordinate's major areas of responsibility in terms of expected results, and use these measures as guides for operating the unit and assessing the contribution of each member." (Hodgetts, 2002:297) He went on to give six steps involved in implementing the MBO:

1. identifying the goals of the unit or department;

2. sketching out the duties and responsibilities of each individual;

3. meeting the subordinate and mutually setting goals for him or her;

4. employing an annual goal-setting worksheet to push the subordinate towards the objective;

5. periodically reviewing the goals and revising them where necessary;

6. at the end of the assigned period, evaluating the result and starting the cycle again (Hodgetts, 2002:298).

2.4 Functions of management

There are four main functions of management, namely, planning, organising, leading, and controlling. Management functions as a process in which planning comes first, followed by organising, then leading, and finally controlling. Once the manager has planned what the organisation will do, he or she can figure out the best way to organise work and people to accomplish those objectives. Then the manager needs to get the people in place and doing their jobs. At that point, the manager can direct their work and inspire their efforts. The results are

then evaluated by the manager to ensure that the work is getting done properly. The functions of management will be considered in turns.

2.4.1 Planning

According to Certo (2006:138), "planning is the management function of setting goals and determining how to meet them." This, according to him, includes figuring out what the organisation needs to complete to achieve its goals, as well as how and when to perform those tasks. He goes on to say that knowing what the organisation is trying to accomplish helps managers to set priorities and make decisions aimed at accomplishing their goals (Certo, 2006:138).

Planning can also be seen as the "management function that involves anticipating trends and determining the best strategies and tactics to achieve organisational goals and objectives." (Nickels, McHugh & McHugh, 2002:206). It is a key management function because the other functions depend on having a good plan. Planning involves the setting of visions, goals and objectives, developing strategies to reach those goals, determining resources needed, and setting standards. The trend today is to have planning teams to help monitor the environment, find business opportunities, and watch out for challenges.

To plan is to systematically relate the purpose of a group to the context in which it functions, to the opportunities and limitations of a time span and to a range of strategies through which its tasks could be achieved (Anderson & Jones, 1978). Anderson and Jones (1978) went on to say that there is a basic planning in use throughout organisations which consists primarily of setting

goals and objectives, listing and choosing from alternative strategies for reaching the goals, performing the tasks, and evaluating the results.

A vision is more than a goal; it is the larger explanation of why the organisation exists and where it's trying to head. It gives the organisation a sense of purpose and a set of values that together, unite workers in a common destiny (Nickels, McHugh & McHugh, 2002:207). It is simply a picture of what an organisation will like to become. Goals are the broad, long-term accomplishments an organisation wishes to attain while objectives are specific, short-term statements determining how to achieve the goals (Nickels, McHugh & McHugh, 2002:208).

Planning is a continuous process. According to Nickels, McHugh & McHugh (2002:208), it is unlikely that a plan that worked yesterday would be successful in today's market. Therefore, procedures that will answer several fundamental questions should be used by organisations for their plans.

Forms of planning

It takes four forms of planning for an organisation to achieve its goals and objectives. They are strategic planning, tactical planning, operational planning, and contingency planning.

1. Strategic Planning – This is the creation of long-term goals for an organisation (Certo, 2006:139). It provides the foundation for the policies, procedures and strategies for obtaining and using resources to achieve those goals. At the strategic planning stage, the company decides which customers to serve, what products to sell, the geographic areas in which the firm will compete and the level of profit it is to earn (Nickels, McHugh & McHugh, 2002:209). Usually, it is the top management who engage in strategic planning; in other cases, a planning department

prepares objectives for approval by top management. During this process, members of the organisation envision its future and then develop the procedures and operations necessary to achieve that vision (Odgers, 2005:17).

2. Tactical Planning – It is the process of developing detailed, short-term statements about what is to be done, who is to do it, and how it is to be done. This involves the setting of annual budgets and deciding on the other details and activities necessary to meet the strategic objectives (Nickels, McHugh & McHugh, 2002:210). Tactical planning is normally done by managers or teams of managers at the lower levels of the organisation.

3. Operational Planning – The process of setting work standards and schedules necessary to implement the tactical objectives is what is referred to as operational planning. It focuses on specific supervisors, department managers, and individual employees (Nickels, McHugh & McHugh, 2002:210). The operations plan is the department manager's tool for daily and weekly operations.

4. Contingency Planning – Contingency planning is the practice of preparing alternative courses of action that may be used if the primary plans do not achieve the organisation's objectives (Nickels, McHugh & McHugh, 2002:210). The economic and competitive environments change so rapidly that it is wise to have alternative plans of action ready in anticipation of such changes.

2.4.2 Organising

After managers have planned a course of action, they must organise the business to accomplish their goals. Organising involves dividing the overall management task into a variety of processes and activities and then establishing a means of ensuring that these processes are carried out

effectively (Armstrong & Stephens, 2008:33). It includes determining and allocating the resources and activities required to achieve the organisation's objectives; combining these resources and activities into a formal structure; assigning responsibility for achieving the activities; and delegating authority (with commensurate responsibility and accountability) to carry out assignments (Odgers, 2005:20).

According to Peter Wiwcharuck (1987:179), by organising, management determines the human resource needs of the organisation and, thus, embarks on the appropriate recruitment that will enable the organisation to meet its objectives. Also determined for appropriate combination to ensure the achievement of objectives are the material and financial resources of the organisation. Basically, the purpose of organising is to combine individual endeavors which by themselves might be ineffective, into the united and orderly effort of many to achieve an important goal.

It is the responsibility of managers to decide how to set up the whole organisation, creating departments and levels of management. They can arrange the structural elements of the organisation to maximize the flow of information and the efficiency of work processes. They accomplish this by dividing up tasks (division of labour), grouping jobs and employees (departmentalization), and assigning authority and responsibilities (delegation) (Gitman & McDaniel, 2000:208). In addition, modern managers are increasingly responsible for setting up and leading teams of workers to handle special projects or day-to-day operations.

2.4.3 Leading

Leading, as a function of management, is the process of guiding and motivating others toward the achievement of organisational goals. Managers are responsible for letting employees know

what is expected of them and inspiring and motivating them, on a daily basis, to plan and work within the structure created by management (Gitman & McDaniel, 2000:209). To be effective leaders, managers must be able to influence others' behavior and the ability to influence others to behave in a particular way is called power. Leading as a function of management will be considered in more details under the sub-heading "Leadership".

2.4.4 Controlling

Gitman and McDaniel (2000:213) have defined controlling as "the process of assessing the organisation's progress towards accomplishing its goals." It includes monitoring the implementation of a plan and correcting deviations from the plan. Controlling can be visualized as a cyclical process made up of five stages;

i)   Setting performance standards (goals)

ii)   Measuring performance

iii) Comparing actual performance to established performance standards

iv)   Taking corrective action (if necessary)

v)   Using information gained from the process to set future performance standards.

Feedback is essential to the process of control. Most organisations have a reporting system that identifies areas where performance standards are not being met. A feedback system helps managers to detect problems before they get out of hand. If a problem exists, the managers take corrective action (Armstrong & Stephens, 2008:49).

Controlling as a management function, helps managers to determine the success of the other three functions: planning, organising, and leading. Secondly, control systems direct employees' behavior toward achieving organisational goals. Also, they provide a means of coordinating employee activities and integrating resources throughout the organisation (Gitman & McDaniel, 2000:215).

2.5 Leadership

2.5.1 Nature of Leadership

Leadership is "the process of influencing people to direct their efforts toward the achievement of some particular goals" (Hodgetts, 2002:255). Good leaders have vision of where they want the organisation to go, and they have the ability to create enthusiasm among their followers to pursue their goals. Leaders instill in their followers a sense of common purpose, a belief that together they can achieve something worthwhile. Armstrong and Stephens (2008:13) argue that leaders have three essential roles. They (leaders) define the task, achieve the task and maintain effective relationships.

The ability to influence others to behave in a particular way is called power (Gitman and McDaniel, 2000:209) and scholars, according to Lumsden and Lumsden (2004:266), have identified five primary sources of power as follows:

1. *Coercive power* derives from the ability to punish. It is when a person can fire, demote, reduce the salary, or inflict emotional or physical pain on his or her subordinate.

2. *Reward power* is the reverse of coercive power. It derives from an individual's control over rewards such as engagement, promotion, increase in salary, physical and emotional relief, among many others.

3. *Legitimate power* is inherent in a person's position or office in the organisation. The CEO, the supervisor, the teacher, for example, all have degrees of legitimate power granted by the hierarchy and structure of the system.

4. *Expert power* flows from an individual's expertise, academic credentials, experience, research and competence in a given area.

5. *Referent power* is the influence inherent in the respect and admiration that others have for an individual. A person who is perceived as credible, as wise, and as good willed has the power to change people as a role model.

Generally, leaders use a combination of these sources of power to influence individuals toward goal achievement in organisations.

According to Certo (2006:196), there are certain significant traits that would be indicators of good leadership. These include sense of responsibility, self confidence, high energy level, empathy, and internal locus of control.

Hodgetts (2002:255) writes that there are ten characteristics of effective leaders. He lists them as:

- a strong drive for responsibility and task completion;
- vigor and persistence in pursuit of goals;
- venturesomeness and originality in problem solving;
- drive to exercise initiative in social situations;
- self–confidence and a sense of personal identity;
- willingness to absorb interpersonal stress;
- willingness to tolerate frustration and delay;
- ability to influence other person's behavior; and

- capacity to structure social interaction systems to the purpose at hand.

He also identifies personal characteristics that contribute to leadership effectiveness as superior intelligence, emotional maturity, motivation drive, problem-solving skills, managerial skills, and leadership skills (Hodgetts, 2002:256).

2.5.2   Styles of Leadership

Individuals in leadership positions tend to be relatively consistent in the way they attempt to influence the behavior of others, meaning that each individual has a tendency to react to people and situations in a particular way. This pattern of behavior is referred to leadership style (Gitman & McDaniel, 2000:210). There are three main styles of leadership, namely, autocratic, participative, and laissez-faire leadership.

2.5.2.1 Autocratic or Directive Leadership

Leaders who engage in autocratic leadership tend to be heavily work-centred, with much emphasis given to task accomplishment and little to the human element. Such leaders fit the classic model of management in which the workers are viewed as factors of production (Hodgetts, 2002:260). In autocratic leadership, the leader retains a great deal of authority, making decisions and dictating instructions to employees. He or she keeps tight control, sets schedules, and may use coercive or reward power. Autocratic leadership often increases production in the short term, but it also increases aggression and turnover rates among members in an organisation.

2.5.2.2 Participative Leadership

Leaders who have a high concern for both people and work are engaged in participative leadership. They encourage their subordinates to play an active role in operating the enterprise,

but they reserve the right to make the final decision on important matters. This is a leadership style in which the leader shares decision making with group members and encourages discussion of issues and alternatives (Gitman & McDaniel, 2000:211).

2.5.2.3 Laissez–Faire leadership

"Laissez–faire" is a French term meaning "noninterference". (Hodgetts, 2002:262) In this type of leadership managers do not interfere with job assigned to subordinates. Managers turn over virtually all authority and control to subordinates. Employees or members of group are assigned a task and given free rein to figure out the best way to accomplish it (Gitman & McDaniel, 2000:211). The manager does not get involved unless asked. Under this approach, subordinates have unlimited freedom as long as they do not violate existing organisation policies. This leadership approach works well for organisations with highly skilled professions like university professors, research follows and similar highly motivated experienced, and educated staff.

2.5.3. Contemporary Leadership Approaches

With the current changes in management philosophy and organisational structures, the concept of "new leadership" has emerged. Researchers such an A. Bryman and B.M. Bass have distinguished between two important theories; transactional leadership, which exchanges rewards for performance; and transformational leadership, which elevates, motivates, inspires, and develops a team (Lumsden & Lumsden, 2004:272). According to the researchers, while the transactional leader motivates subordinates to perform as expected, the transformational leader typically inspires followers to do more than originally expected.

Effective transformational leaders provide visionary leadership. They do this by developing that characteristic of high–performance teams: a vision of a realistic, credible, attractive future. Transformational leaders demonstrate charisma, inspiration, intellectual stimulation, and individual consideration (Lumsden & Lumsden, 2004:272).

The researchers compared leaders in various organisations and found that transformational leaders had better relationship with their own supervisors than transactional leaders did. Furthermore, people worked harder for transformational leaders than transactional leaders (Lumsden & Lumsden, 2004:273).

Similarly, Warren Bennis also observed that outstanding leaders are skilled in four things:

management of attention, management of meaning, management of trust, and management of self. Such leaders, Bennis concludes, empower others by making them feel significant, by helping them feel their learning and competence are important, by making them feel part of a community, and by instilling in them excitement about their work (Lumsden & Lumsden, 2004:273).

2.6. Organisational Structure

In today's dynamic business environment, organisational structures need to be designed so that the organisation can quickly respond to new competitive threats and changing customer needs. The way in which an organisation chooses to divide its labour into separate work groups, and how it coordinates their activities, so as to respond to competitive threats is known as organisational structure (Blunt & Jones, 1992:111). Organisational structure is designed to implement the organisation's strategy. The structure must be appropriate for doing the job of

implementing strategy (Mollouk et al., 2007:10). It reflects the distribution of authority and responsibility for making decisions in an organisation. When this is represented graphically, it is called on organogram or organisation chart. An organogram can therefore be defined as "a visual representation of the structured relationships among tasks and the people given the authority to do these tasks" (Gitman & McDaniel, 2000:231).

Organisations have well–defined lines of authority, channels of information flow, and means of control; human, material, financial and information resource are deliberately connected to form a well functioning organisation (Gitman & McDaniel, 2000:230). Organisation charts use boxes to represent the various positions or departments in an organisation (usually just at the management levels). Lines connecting the boxes indicate who reports to whom (Certo, 2006:171). We shall see specific organograms in the subsequent chapter when we discuss the organisation and organogram of selected faith-based organisations to see if they conform to this management theory.

2.6.1 Types of Organogram

Traditionally, organisation charts have indicated structures that fall into four categories: functional structure, product structure, geographic structure, and customer structure (Certo, 2006:170). More recently, Organisations have sought other structures that achieve greater flexibility and responsiveness to customer needs.

In deciding which structure to use and how to combine them, managers look for the organisational arrangement that will best achieve the company's goals. As top managers learn from their experiences or as the company and its environment change, the structure may require minor adjustments or major overheads. According to Samuel Certo (2006:172), the restructuring that has, thus, occurred in many organisations in recent years consists of changes in the structure designed to respond to stiffer competition, tougher economic conditions, or the desire to benefit from new practices such as decision making by teams of employees.

2.7 Criteria for Assessing Organisational Effectiveness

Assessing organisational effectiveness is an important concern for people of diverse orientation, including managers, stakeholders, government agencies, and organisational behavior specialists. As such, management specialists have come out with several criteria for assessing the effectiveness of organisations. There are, however, four generic approaches to assessing an organisation's effectiveness (Kreitner & Kinicki, 1998:571). These effectiveness criteria apply equally well to large or small and profit or non–profit organisations. Moreover, the four effectiveness criteria can be used in various combinations. These criteria are goal accomplishment, resource acquisition, internal processes and stakeholders satisfaction (Kreitner & Kinicki, 1998:571).

2.7.1 Goal Accomplishment

Goal accomplishment is the most widely used effectiveness criterion for organisations (Kreitner & Kinicki, 1998:572). Key organisational results or outputs are compared with previously stated goals or objectives. Deviations, either plus or minus, require corrective action. Effectiveness,

relative to the criterion of goal accomplishment is gauged by how well the organisation meets or exceeds its goals (Kreitner & Kinicki, 1998:572). Productivity improvement and quality improvement, involving the relationships between inputs and outputs, are common organisation–level goals. Given today's competitive pressure, innovation and speed are very important goals worthy of measurement and monitoring.

2.7.2 Resource Acquisition

This second criterion relates to inputs rather than outputs. An organisation is deemed effective in this regard if it acquires necessary factors of production such as raw materials, labour, capital, and managerial and technical expertise (Kreitner & Kinicki, 1998:573). Charitable organisations or non–profit organisations judge their effectiveness in terms of how much money they raise from private and corporate donations.

2.7.3 Internal Processes

Kreitner and Kinicki (1998:573) have referred to this third criterion as the "healthy system" approach. An organisation is said to be a healthy system if information flows smoothly and if employee loyalty, commitment, job satisfaction, and trust prevail. Goals may be set for any of these internal processes. Healthy systems, from a behavioral stand point, tend to have a minimum dysfunctional conflict and destructive political maneuvering (Kreitner & Kinicki, 1998:574). They quote Scott Peck as saying that "a healthy organisation is one that has a genuine sense of community: it is a place where people are emotionally present with one another, and aren't afraid to talk about fears and disappointments because that is what allows the stakeholders to care for one another" (Kreitner & Kincki, 1998:574).

2.7.4. Strategic Constituencies Satisfaction

A strategic constituency is any group of individuals who have some stake in the organisation, for example, resource providers, and users of the organisation's output whose cooperation is essential for the organisation's survival, or those whose lives are significantly affected by the organisation (Kreitner & Kinicki, 1998:575).

Organisations both depend on people and affect the lives of people. Consequently, many consider the satisfaction of key interested parties to be an important criterion of organisational effectiveness. Stakeholders generally have competing or conflicting interests. A never ending challenge for management is to strike a workable balance among strategic constituencies so as to achieve at least minimal satisfaction on all fronts (Kreitner & Kinicki, 1998:575). Well–managed organisations mix and match effectiveness criteria to fit the unique requirements of the situation. Managers need to identify and seek inputs from stakeholders. This information when merged with the organisation's stated mission and philosophy enables management to derive an appropriate combination of effectiveness criteria.

2.8 Biblical Approach to Management

All the issues that have been discussed above concerning management have their parallels in the Bible. Biblical management principles predate modern management theories. The advice to humankind to learn from the ant in Proverbs 6:6 is a call to plan. Jethro's advice to Moses in Exodus 18:13-26 is delegation with authority. Nehemiah's success in rebuilding the broken walls of Jerusalem in Nehemiah 2:11-6:16 was due to planning, organising, leading and controlling. Above all, if one looks at the creation narrative in Genesis chapters 1 and 2 one can find proper

planning on the part of the Creator. The Bible states that "let all things be done decently and in order" (I Corinthians 14:40). God had Moses prepare a written plan for the construction of the tabernacle (Exodus 24:12-40:38), Joseph planned for the years of famine in Egypt (Genesis 41), and King Hezekiah prepared a plan to unify Israel and also made plans to repair the temple and build a water system for Jerusalem (II Chronicles 28-31).

Greg Van Court in his article entitled "Created to Lead: A Biblical Theology of Leadership" stated that "the unfolding storyline of the Bible, through its narrative examples, prophetic oracles, apostolic instructions, and divine admonitions, provide the necessary contours for discerning a biblical theology of leadership. The whole drama of redemption can be viewed in terms of God's design for human leadership." From Court's statement one can realize that God created humanity to serve as leaders over his creation. Biblical leadership is established in Genesis 1:26-28 when man is created in the image of God and is given the task of ruling over God's creation. The role of image-bearer and the task of exercising dominion are both fundamental to man's leadership. An essential meaning of bearing the image of God is to represent the authority of God.

Myron Rush (1983:11) has defined management differently from other management experts and goes on to state, among other things that "it is tragic that so many Christian organisations have accepted the world's philosophy of management. They are attempting to accomplish God's work using a management philosophy diametrically opposed to biblical principles." However, what he puts forth as the functions or what makes biblical management effective are not different from what other secular writers have put forth.

Christians in business do not necessarily run a Christian organisation or an organisation in a Christian way (Chewning, ed., 1989:105). Also Christian organisations thrive based on the same managerial principles as secular organisations. The question that emerges when it comes to running a Faith Based Organisation is how biblical principles should affect the managerial practices of such organisations while at the same time not compromising accepted management principles. It has been argued that to be able to manage an organisation from a biblical perspective, one is required to have a biblical motivation, a biblical standard, a biblical goal, a biblical decision-making process, and a biblical prospect (Chewning, ed., 1989:105).

Christians should also be both concerned and informed about matters of the world like business if they are to live out their faith effectively. Brian Rice states that "the God of the New Testament is the God of social problems, of politics, of economic affairs, of international relations." (Chewning, ed., 1989:118) There is, therefore, compelling reason to consider in depth what scripture can contribute to issues confronting business, especially its management, today and tomorrow. This is because what management experts are saying today is not anything different from what is in the Old Testament.

Vernon Ground asks whether the Scriptures embody insights and directives that are able to furnish needed guidance for both management and labour, principles that reach beyond the church out into the marketplace (Chewning, ed., 1989:119). According to Grounds, the Apostle Paul sets forth a twofold function of divine revelation to answer these queries in 2 Timothy 3:16-17; its positive and negative contributions to human existence. He writes

> Written under the unique control of the Holy Spirit, it teaches us what we ought to believe, what we ought not believe, what we ought to do, what we ought not do. Hence its teaching must blanket all our activities, whether so-called spiritual or

so-called secular. Activities such as … administering … ought to be carried out within the parameters laid down by God's Word (Chewning, ed., 1989:119).

Christians, therefore, believe that the scripture provides humankind with a kind of roadmap for life's journey through the present world with all of its besetting complexities and perplexities (Chewning, ed., 1989:119).

But questions are raised by many concerning this belief. Is every aspect of human enterprise, management of organisations included, to be governed by scripture? In response to this question, Sir Josiah Stamp, an outstanding economist and qualified New Testament scholar, emphasizes the limited capacity of scripture to serve as a guide for business management and activities in our time (Chewning, ed., 1989:121). He makes two points:

> Firstly, Christ's teaching had primarily a spiritual and not an economic bearing. Its economics, so far as they went, were directed to the conditions of His own time, which were quite different from those of to-day. This alone makes it difficult to transfer literally to the world of to-day. Secondly, the attempts made to derive direct guidance in economic affairs from the letter of scripture have generally failed (Chewning, ed., 1989:121).

In view of this, Stamp sees no way of utilizing scripture for business management except by "examining Christian precepts, and extending their action logically into economic relations to see how far they are workable and how far they have an economic reaction" (Chewning, ed., 1989:121)

However, while recognizing limitations and difficulties in utilizing biblical materials, we must not minimize scripture's value for guiding Christians in our present day business management.

2.9 Conclusion

From the discussion in this chapter we can deduce that managers of every organisation, whether for-profit or not-for-profit, need to apply the general principles of management and leadership in order to achieve its set goals. Proper management of an organisation is important for the following reason:

1. It provides purpose and direction

2. It eliminates confusion

3. It permits proper decisions

4. It establishes priorities for the organisation

5. It permits action rather than reaction

6. It establishes accountability

7. It Permits the wise use of resources.

Faith-based organisations are no exception to this rule. The information in this chapter will assist us in the subsequent chapters to assess and determine whether faith-based organisations are being effectively managed.

CHAPTER 3

THE ORGANISATION AND ORGANOGRAM OF BAPTIST RELIEF AND DEVELOPMENT AGENCY (BREDA)

3.1 Introduction

In the previous chapter, we examined the various principles and theories of managing organisations, including faith-based organisations and biblical basis for leadership. We further examined how various scholars have defined management and leadership, forms of management and leadership and functions of management among others. In this chapter we shall examine how Baptist Relief and Development Agency (BREDA), as a faith-based organisation, is being managed and find out if it applies the principles and theories previously discussed. We will present the brief history of the organisation, its mission and core values, projects it engages in and its management practices. In order to achieve this, the researcher examined available documents at the BREDA Head Office and interviewed the Director, Jervis Dzokoto, and the Programme Officer, Isaac Donkor. We also visited some of the project sites at Tamale, Mafi and Frankadua to find out whether the information given us by the Director are the true reflection on the ground and also to know from the staff and beneficiaries at the project locations their individual assessment of how well BREDA is managed. The researcher also interviewed Rev. Jesse Brown and Mrs. Joan Brown who are representatives of American Baptist Churches – Metro Chicago, one of the foreign sponsors of the project at Frankadua.

3.2 What is an Organisation?

Organisations exist to get things done. According to Armstrong and Stephens (2005:103) "organisations are entities which are there for a purpose. They consist of people whose activities, if they are carried out properly, ensure that the organisation achieves that purpose." Analysed from an institutional perspective, an organisation is a permanent arrangement of elements and these elements and their actions are determined by rules so that a certain task can be fulfilled through a system of coordinated division of labour. By coordinated and planned cooperation of the elements an organisation is able to solve tasks that lie beyond the abilities of the single element (Armstrong and Stephens, 2005:104).

An organisation can also be defined as "a system of consciously coordinated activities or forces of two or more persons" (Kreitner and Kinicki, 1998:561). It consists of two or more people working together with a common objective and clarity of purpose. An organisation should have well-defined lines of authority, channels of information flow, and means of control. Human, material, financial and information resources are deliberately connected to each other to form a well functioning organisation (Gitman and McDaniel, 2000:230). Embodied in the conscious coordination aspect of the definition are four common denominators of all organisations: coordination of efforts, a common goal, division of labour, and a hierarchy of authority. Coordination of efforts is achieved through formulation and enforcement of policies, rules, and regulations. Division of labour occurs when individuals performing separate but related tasks pursue a common goal. The hierarchy of authority, also known as chain of command, is a control mechanism dedicated to making sure that the right people in the organisation do the right thing at the right time (Kreitner and Kinicki, 1998:561).

According to Glenn Morgan (1992:5), "an organisation involves bringing together human beings in a coordinated and controlled mechanism in order to achieve objectives, otherwise impossible." He went on to say that the potential for organisations to expand beyond space and time constraints increase as the central processes of control and coordination become refined and rationalized (Morgan, 1992:5).

3.3 Brief History of Baptist Relief and Development Agency (BREDA)

The Baptist Relief and Development Agency is a faith-based organisation under the Ghana Baptist Convention. According to Jervis Dzokoto, the director of BREDA, it is the brain child of Clement Somuah, a university professor who was then the chairman of the Socio-Economic Development Board of the Ghana Baptist Convention. Somuah's aim was to help the Ghana Baptist Convention have an agency through which it can positively affect society through relief services and development projects.

The preamble of the BREDA constitution which states that "the Ghana Baptist Convention in her effort to reach the lost for Christ through a holistic ministry takes preferential option for the plight of the poor, oppressed and marginalized in fulfillment of the Great Commission" (BREDA's Constitution, 2003:2) sets the Biblical basis for its establishment. The Ghana Baptist Convention aimed at integrating evangelism and social concern. Jesus identified his mission, ministry and message with the inauguration of the kingdom of God; the time of God's messianic salvation (Mark 1:15). In the ministry of Jesus the signs that the kingdom of God had already broken into the present were demonstrated when he cast out demons, healed the sick, performed miracles, brought good news to the poor, proclaimed freedom for prisoners and the release of the oppressed (Luke 4:18-19; 7:21-23). He responded to sickness and disease with healing and

wholeness, to hunger with food in abundance, and to death with hope in resurrection. This exemplary holistic ministry of Jesus is what Ghana Baptist Convention sought to emulate in our age.

The Baptist Relief and Development Agency was thus established in June 2000 as a Non-Governmental Organisation and registered as a corporate body under the Companies Code, 1963 (Act 179) (BREDA Report, June 2003, p.2).

The objectives of BREDA are as follows:

1. Assist under privileged communities in the fight against poverty

2. Empower women to be self-supporting through income generating activities

3. Assist with emergency relief and rehabilitation

4. Assist and educate rural communities in the areas of sanitation, health and nutrition

5. Assist in the fight against injustice, competition and violation of human rights.

(BREDA Constitution, May 2003, p.2)

A committee was formed by the Socio-Economic Development Board to develop a master plan for BREDA that will make it one of the top Christian NGOs in the country by the end of ten years from its establishment (BREDA Report, June 2003, p.2). The committee was also charged to develop a strategic plan and draw a constitution for BREDA. In October 2001 Jervis Djokoto was appointed the director for BREDA.

3.4 MISSION AND CORE VALUES OF BREDA

MISSION STATEMENT

''Reaching the needy and the Lost for Christ under the auspices of the Ghana Baptist Convention through a holistic Ministry in collaboration with churches and other partners". (Baptist Relief and Development Agency Brochure, n.d)

CORE VALUES

BREDA has used its abbreviation as an acronym for its core values.

B –BREDA is a Christian Non-Governmental Organisation and therefore places value on Christian principles based on **BIBLICAL TRUTHS**.

R –Relief service to victims of natural and man made disasters. In this regard, BREDA seeks to mobilize support from local and foreign churches as well as other donors to help in rendering this relief service.

E –Education and empowerment as important tools of BREDA to improve the lot of the deprived and marginalized communities.

D –Development projects in rural communities of our mission fields.

A –Assistance to women to engage in income generating projects in our effort to alleviate poverty. (BREDA report, June 2003:3)

3.5 FOCUS AREA AND PROJECTS UNDERTAKEN BY BREDA

BREDA focuses on seven main thematic areas. These are:

1. Health care

2. Child development projects

3. Vocational Training

4. Relief Services

5. Development Projects

6. HIV/AIDS programmes

7. Education and Capacity Building

Projects that have been undertaken by BREDA so far include:

1. Advocacy for the liberation and empowerment of victims of the Trokosi Cult. Under this project, BREDA has been involved in the liberation of the slaves and empowering them through vocational training at Frankadua and provision of seed money to set up their own businesses.

2. Early Childhood Development Centers. BREDA runs 14 early childhood development centers in the Mafi area in the Volta region. Under this project, pre-school education is given to children in these communities and children of ex-Trokosi slaves (BREDA Brochure, 2008:3).

3. Baptist Child Development Project. BREDA in conjunction with the Canadian Children's Fund, have over the past years supported communities in and around Tamale in the improvement of primary health, education, water and sanitation, micro enterprise development and sponsorship management (Baptist Child Development Project end of year report 2009:4).

4. HIV/AIDS Prevention and Management. BREDA has been part of the campaign against the spread and the prevention of HIV and AIDS by developing programmes to prevent HIV transmission and to reduce its impact on the individual, the family and society at large. This is done through advocacy, information, education, communication and counseling. These activities mostly take place at the Baptist Vocational Training Centre at Frankadua for the ex-Trokosi girls and in the surrounding communities for the people. (BREDA Report 2008:8). BREDA also supports and cares for some AIDS patients (Socio-Economic Development Board (SEDB) Report to Ghana Baptist Convention 46th Annual Session, 2009:4).

3.6 COLLABORATING AGENCIES AND SPONSORS OF BREDA

BREDA collaborates with the Christian Council of Ghana, International Needs, Ghana AIDS Commission, and Action Aid Ghana to undertake its various projects. Projects of BREDA are mostly funded by Ghana Baptist Convention, Canadian Children's Fund, Danish Council for Development Department, The American Baptist Churches of Massachusetts, The American Baptist Churches of Metro Chicago, and on other occasions the Government of Ghana. (Interview with Programmes Officer)

3.7 MANAGEMENT OF BREDA

Management of every organisation is essential for its growth. BREDA, therefore, has a management committee that manages its affairs. This section examines three management areas of BREDA, namely, human resource management, project management and financial management.

3.7.1 Human resource Management

Human resource management in contemporary organisations is instrumental in driving an organisation towards its objectives. Thus, according to Gitman and McDaniel (2000:256), all companies strive to hire and develop well-trained, motivated employees. Organisations need to have the right number of employees, with the right training, in the right jobs, to do the organisation's work when it needs to be done. It is on these premises that we examine the human resource management of BREDA.

According to the Director of BREDA, the organisation has thirty (30) paid staff. There are only two volunteers working at the Mafi Childhood Center. The staff distribution is as follows:

Office/ Project site	Management	Middle level	Junior staff	Total
Head office	2	-	-	2
Baptist Vocational Training Centre, Frankadua	1	1	9	11
Mafi early childhood development centre	-	1	15	16
Baptist Child Development Project, Tamale	-	1	-	1

According to the Project Director, there is no permanent staff for relief projects. The head office mobilizes volunteers as and when the need arises.

Staff Recruitment and Compensation

Staff recruitment and compensation procedures are the same as those for Ghana Baptist Convention since BREDA is considered to be a unit of the Convention. In an interview with the Assistant General Secretary of the Ghana Baptist Convention on 22nd November 2009, he told the researcher that BREDA is the non-governmental organisation wing of the Convention under the Socio-Economic Development department. According to him this accounts for the reason why staff of BREDA enjoy the same conditions of service as the staff of the Convention. On engagement of any employee he shall be furnished with a copy of the Rules and Conditions of Employment together with any relevant document. This has led to the Convention having control

over the recruitment of both paid staff and volunteers. The financial position of the Convention is taken into account any time BREDA wants to employ staff for particular projects.

This comes out clearly when one takes a look at the denominational background of the employees of BREDA at the Head Office and the project sites. The manager in charge of the Vocational Centre at Frankadua is a Baptist Minister. She told the researcher that all the paid instructors at the centre are Baptists. The Project Assistant for the Early Childhood Development project at Mafi is also a Baptist Minister, likewise all the attendants. The Project Assistant for the Baptist Childhood Development project in Tamale is also a Baptist. Our interview with these personnel revealed that they were all employed by the Ghana Baptist Convention for BREDA, instead of BREDA employing directly. We found out, however, that apart from being Baptists, the project assistants qualified for the positions in terms of education and working experience.

BREDA as an organisation cannot recruit local volunteers because it may have to pay for the accommodation for the period the volunteers may stay at such project sites. Volunteers are, therefore, mostly foreigners whose expenses for the period of stay are borne by the sending agencies. The volunteers work as counselors, teachers, and facilitators or instructors at BREDA's various learning centres.

When BREDA engages an employee the Convention shall give the newly engaged employee a letter of appointment stating:

i.   Grade/Position

ii. Salary point

iii. Salary scale

iv. Effective date of appointment

v. Probation period

vi. Job description. (Ghana Baptist Convention, Staff Conditions of Service, 2003:3)

In respect of compensation, the Ghana Baptist Convention Staff Conditions of Service, 2003 states that

> "workers who are covered by these Rules shall receive the rates of pay and allowances as appropriate to their respective job classifications which form part of these Conditions. If a new job is created that is comparable with the classifications the salary/wages shall be determined by Management in consultation with the Finance and Administrative Board and the Executive Committee." (page 12)

According to the document, annual increment may be granted to employees assigned to specific jobs based on satisfactory performance appraisal. Unsatisfactory performance will not attract any increment. In the case of outstanding performance, additional increment may be awarded at the discretion of the Convention. Employees who reach the maximum of their salary scale may enjoy ex-gratia payments at the discretion of Management, subject to satisfactory performance (GBC Staff Conditions of Service, 2003:13). Compensation or remuneration in BREDA is of great concern to the staff. All the staff the researcher interviewed, either at Head Office or the project sites, complained about their salary levels. Apart from the fact that they are low, they also delay in reaching the staff at the end of the month. At certain times they receive salaries in the second week of the ensuing month.

The document reveals that promotion in BREDA shall be based on efficiency on the job, experience, sense of responsibility, initiative, general behavior, health, seniority, co-operation, interest in the Convention's affairs, leadership, and punctuality. It states further that "promotion

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of staff to grades not higher than the officer grade shall be at the discretion of Management… All other promotions shall be subject to the approval of the Executive Committee" (GBC Staff Conditions of Service, 2003:12).

The researcher thinks that increment in emoluments that is at the discretion of the Convention and management but not according to performance will not promote objective expression of opinion by employees. Also promotion in BREDA that is based on interest in the Convention's affairs is discriminatory against non-Baptists who may be working at BREDA. A detailed analysis of these issues will be discussed in the next chapter.

Apart from the normal wages and salaries, there are other compensations such as free medical facility (pg. 3), leave (pg. 6), transfer/night allowances (pg. 8), overtime allowance (pg. 10), special allowance (pg. 11), child education subsidy (pg. 11), transport, maintenance allowance and fuel subsidy (pg. 14), among others.

The document referred to here does not spell out qualifications for recruitment to particular positions in the organisation. According to Jervis Dzokoto the organisation engages personnel or professionals according to the type of project to be executed. The qualifications for such positions are stated in the advertisement for engagement.

The management personnel told the researcher that there is inadequate personnel to handle various projects within the organisation. As such, the few staff, especially those at the Head Office, take up other responsibilities under the Socio-Economic Development Board of the Ghana Baptist Convention. The only project officer at the Head Office pays periodic visits to the various projects scattered across the country and submit monthly and quarterly reports on them

to the Director. The Director admits that the organisation cannot retain qualified personnel due to poor staff remuneration among others. This has led to a high level of personnel turn over. The position of Project officer has been held by four different people since BREDA was established in 2001.

3.7.2 Project Management of BREDA

A simple definition of a project is that it should have a reasonably finite beginning and end, and that it should be designed to deliver achievable and tangible results within that time frame, and normally within a given budget (Osborne, ed., 1996:125). In addition to the key characteristics of a project, as stated in chapter 2, it can also be anticipated that multiple stakeholders will have an interest in the way projects are initiated and managed and this multiplicity of stakeholder interest is particularly evident in the non-profit sector (Osborne, ed., 1996:125). A successful Project Manager must simultaneously manage the four basic elements of a project: resources (people, equipment, material), time (task duration, dependencies, critical path), money, (costs, contingencies, profit) and most importantly, scope (project size, goals, requirements). All these elements are interrelated. Each of them must be managed effectively. All must be managed together if the project is to be successful.

According to Dzokoto, BREDA has embarked on a number of projects in the country, especially in Tamale, Mafi and Frankadua. Some of the projects such as the Tamale Child Development Project have been well managed and have thus, achieved the desired results. Other projects too have failed and have become a liability to the organisation. The Agona Asafo farm, for instance, which was established by BREDA to serve as an income generating venture for the Ghana Baptist Convention became a total failure. The director of BREDA cited lack of qualified

personnel on the project, lack of supervision, lack of logistics to monitor the progress of the project as some of the causes for the failure.

Other failed projects included the Kumawu water project at Kumawu, Adansi Gari Processing Project at Akrokeri and the community Livelihood Project at Fomesua all in the Ashanti Region. These projects failed for the same reasons as the Agona Asafo farm project (SEDB Report, 2009:4). The Bolgatanga Basket Weaving has not seen progress because loan beneficiaries are not making any effort to repay loans granted to them.

The Fumesua Community Livelihood Project failed due to the absence of a Project Coordinator. A delivery van and a slashing machine which were purchased for the project are currently unserviceable and a chicken coup that was constructed for the project together with some purchased farming tools are standing idle on the project site at Fumesua.

Projects undertaken by BREDA are mostly funded by the Ghana Baptist Convention and other partners, both foreign and local. In the words of Dzokoto, BREDA submits project proposals according to the thematic areas of operation. These proposals are sent to funding organisations both foreign and local. When end dates of particular projects expire and the project has not ended or completed, BREDA will either seek an extension of project period from the funding partner or look for new partners so as to complete the project.

BREDA has successfully managed projects such as the Baptist Child Development Project in Tamale, the Early Childhood Development Centre at Mafi, the Baptist Vocational Training Centre at Frankadua and the Women's Empowerment Project that is run from the Head Office.

Under the Baptist Child Development Project in Tamale, BREDA focuses on Education, Primary Health Care, Water and Sanitation, Micro Enterprise Development and Sponsorship management to improve the well being of children and their families in deprived communities in the Northern Region of Ghana. This project is funded by Christian Children's Fund of Canada (SEDB Report to 45th Annual Session of GBC. 2008:6).

Under the Tamale project, BREDA has been able to connect over 800 children with sponsors and that has yielded an amount of GH¢ 10,000 per month to these children (SEDB Report to 45th Annual Session 2008: 7). Forty-five out of fifty candidates of Kasuyili Junior High School gained admission into Senior High Schools and water was supplied to the Kasuyili Resource Centre for use by skill trainers and children who use the library. In an interview with James Amadu, the project assistant, this is the Educational intervention activity of the project. Under this activity educational materials are provided for schools in the project catchment areas and volunteers are recruited from Tamale and its environs to augment the teaching staff in those communities.

Amadu told this researcher that they have been granting loans to parents of the children covered by the project so that the parents can engage in income generating activities to take care of the children. The Tamale project, according to Amadu, relies heavily on volunteers to man the various activities such as the Micro Enterprise Development programme, the Water and Sanitation programme, the Health and Nutrition programme, among others because the Convention is not in a position to employ full time paid staff.

The Early Childhood Development Centre at Mafi has been improving over the years. It currently has centres in 14 communities with a total enrolment of 1,400 children. According to Isaac Donkor, the Program Officer of BREDA, the main sponsors of this project are the Ghana Baptist Convention, the Christian Council of Ghana under the Girl United Project and the American Baptist Churches of Massachusetts. Under this project, children especially the girl child, in the communities are given early childhood education. Prominently considered under this project are the children of ex- Trokosi slaves. Volunteers, especially from USA and Germany, help in rendering social services at the centres (SEDB Report to the 46th Annual Session 2009:2). Wisdom Ameku, the project assistant, told us in an interview that although the project is going on well it is not without challenges. Lack of logistics such as a vehicle to coordinate and supervise the activities of the fourteen centres under his jurisdiction, and the late delivery of learning materials for the children have been hampering the progress of the project.

The main advocacy project of BREDA is on the Trokosi system which is predominant in the Volta Region of Ghana. BREDA organises workshops on the negative effects of Trokosi in the affected communities. They do this in collaboration with the Commission on Human Rights and Administrative Justice (CHRAJ) and the Trokosi Slave Abolishing Fellowship International at Battor (SEDB Report 2009:3). Under this advocacy project BREDA pays for the freeing of the slaves and then takes them through counseling and vocational training so as to reintegrate them into society. The ex-Trokosi slaves are given their vocational training at the Baptist Vocational Training Centre at Frankadua. This project is sponsored by groups such as the Baptist Union of Denmark (SEDB Report 2009:3), the Danish Mission Council Development Department, and the American Baptist Churches of Massachusetts.

Like her counterpart on the Mafi project, Grace Akunor, the project assistant for the Baptist Vocational Training Centre at Frankadua, complains of lack of a vehicle to run the day to day activities of the training centre. We were told in an interview with her that in addition to the daily administrative duties that they needed the vehicle to perform, they were supposed to monitor and evaluate the progress of graduates of the centre at their various places of work. The absence of a vehicle has made this important duty impossible. Lack of staff is also one factor that is impeding the progress of the project. This has compelled the Project Assistant to rely on some Junior High School teachers in the town to teach some of the subjects.

Even though in the organogram of BREDA there is an HIV/AIDS project the Programme Officer told us that the HIV/AIDS project sponsorship period has ended. This project was mainly educational and advocacy and was sponsored by the Ghana Aids Commission (SEDB Report 2009:4). BREDA is still maintaining the project for future sponsorship.

3.7.3 Financial Management of BREDA

According to Dzokoto and the documents available, BREDA does not manage its finances. The financial donations to BREDA are made through Ghana Baptist Convention which in turn disburse same to BREDA for its projects. The Convention will then account for the money to the donors and the Annual Session. The Convention pays all BREDA staff and is responsible for all logistic support to BREDA. All income and expenditure documents of BREDA are kept by the finance unit of the Ghana Baptist Convention. This accounts for the reason why BREDA has no accounts officer.

3.8 ORGANOGRAM OF BREDA

The structure of an organisation gives an indication of how that organisation in being managed and how it operates. Every organisation should, as a matter of necessity, present a pictorial representation of how it is managed. The current organisational structure of BREDA could be shown as below.

ORGANOGRAM OF BREDA

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                    ┌──────────────────────────────────────┐
                    │  SOCIO- ECONOMIC DEVELOPMENT BOARD    │
                    └──────────────────────────────────────┘
                                     │
                    ┌──────────────────────────────────────┐
                    │       PROJECT/ PROGRAM DIRECTOR       │
                    └──────────────────────────────────────┘
                                     │
         ┌──────────────────┐        │
         │  SECRETARY/       │───────┤
         │  PROJECT OFFICER  │       │
         └──────────────────┘        │
                                     │
   ┌───────────┬───────────┬─────────┴─────────┬───────────┐
┌─────────┐ ┌─────────┐ ┌─────────┐ ┌─────────┐ ┌─────────┐
│ PROJECT │ │ PROJECT │ │ PROJECT │ │ PROJECT │ │ PROJECT │
│ASSISTANT│ │ASSISTANT│ │ASSISTANT│ │ASSISTANT│ │ASSISTANT│
│Frankadua│ │ MAFI    │ │ TAMALE  │ │ COMM.   │ │ HIV/AIDS│
│         │ │         │ │CHILD    │ │ HEALTH  │ │         │
│         │ │         │ │DEV'T    │ │         │ │         │
└─────────┘ └─────────┘ └─────────┘ └─────────┘ └─────────┘
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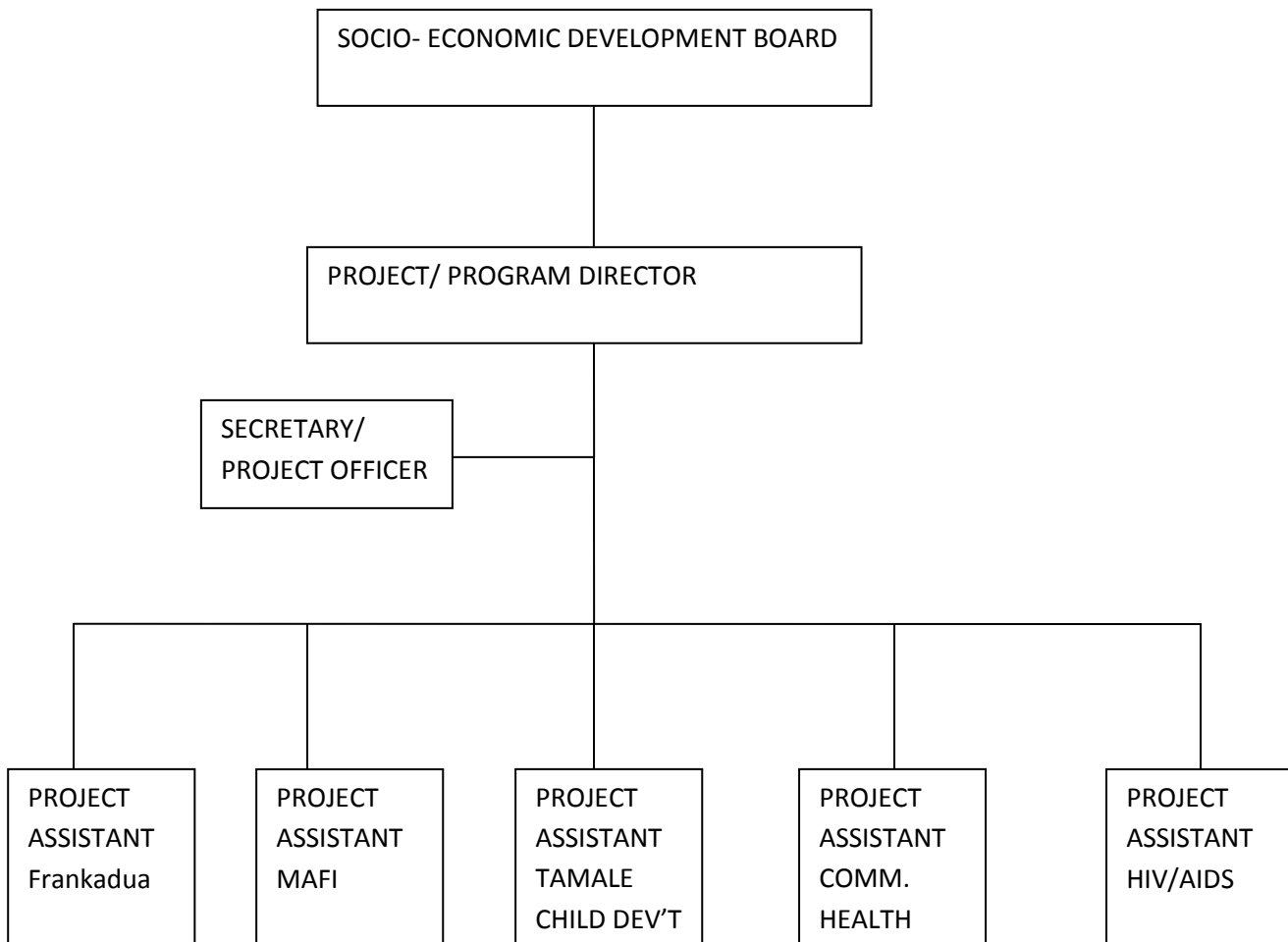
In the organisation chart of BREDA as shown above, the five structural building blocks used in designing an effective and efficient organisational structure, namely, division of labour, departmentalization, managerial hierarchy, span of control, and decentralization of decision making (Gitman and McDaniel, 2000:230), are clearly seen.

An examination of the organisation structure reveals that the business of BREDA has been divided into separate projects and the task of ensuring the efficient execution of the projects assigned to individuals. For example, there is a project Assistant solely for the Mafi Early Childhood Development project.

There is also the managerial hierarchy where all the Project Assistants report to the Project Director through the Project Officer at the Head Office. The Project Director also reports to the Socio-Economic Development Board of the Ghana Baptist Convention, which acts as the Board of Directors of BREDA.

According to the structure, the Director directly supervises the Project Officer and the Project Assistant who are at the Head Office with him. He then monitors and controls the other Project Assistants in the outstations through the Project Officer. The Project Assistants in turn supervise other staff working on their respective projects. For example, the Project Assistant for the Early Childhood Development Project at Mafi supervises fifteen attendants.

The structure on the ground does not reflect what is on paper. The organogram does not show that there is a BREDA Council but in reality there is such a body. This council has an oversight responsibility of BREDA as an organisation. The BREDA Council is the Board of Directors of BREDA. Another issue is that although the Community Health Project is shown on the

organogram of BREDA, it is actually directly under the Socio Economic Development Board. The Baptist hospitals at Nalerigu and Sankor do not fall under the jurisdiction of BREDA. The projects at Frankadua and Mafi are educational in nature and thus the officers in charge are designated managers instead of Project Assistants as can be found on the organogram.

The organogram of the BREDA is to be developed into a more complex one in five years time.

PROPOSED ORGANISATIONAL STRUCTURE FOR BREDA BY 5YEARS
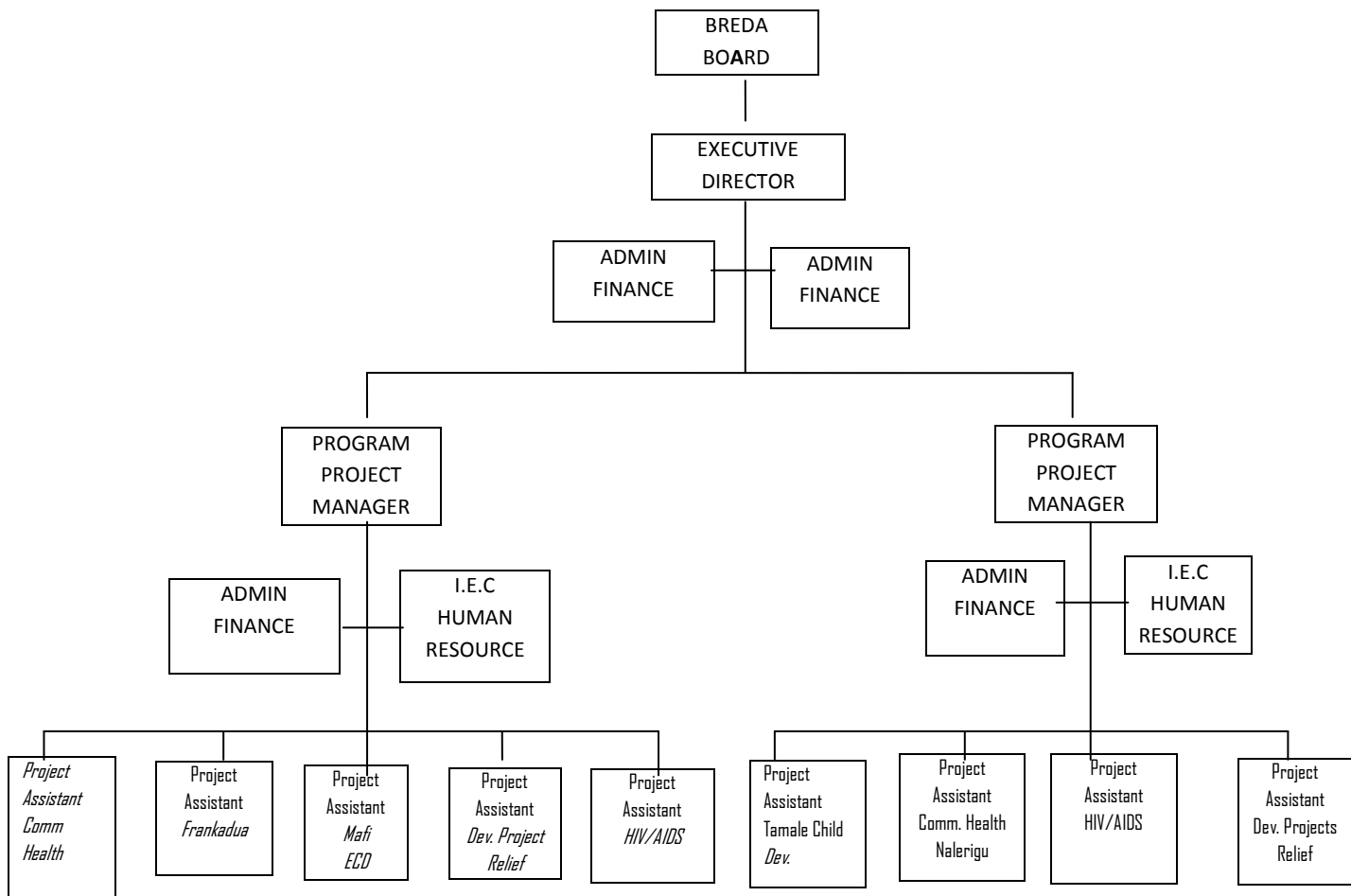
(Master Plan Development Committee Report, 2003:7)

3.9 Conclusion

In this chapter we presented information on Baptist Relief and Development Agency (BREDA) gathered from interviews conducted during our research trips. We discussed the biblical basis for the establishment of BREDA, its core values and focus areas in terms of projects. We also discussed the human resource management, project management and organisational structure of the organisation. The information gathered in this chapter will be critically examined in the next chapter to enable us discover whether BREDA is effectively managed or not.

CHAPTER 4

CRITICAL ANALYSIS OF THE MANAGEMENT OF BREDA

4.1 Introduction

This chapter analyses, critically, the management of BREDA. This analysis will focus mainly on the criteria for assessing the effectiveness of organisations, the Human Resource management and project management of the organisation. It will be based on literature gathered on Human Resource, Biblical standards for leadership and project management as presented in parts of this research and interviews granted by personalities involved in the management of BREDA.

As discussed in chapter two, there are four main criteria for assessing the effectiveness of an organisation, that is, goal accomplishment, resource acquisition, internal processes and strategic constituencies satisfaction. These criteria will also be used in the analysis. This chapter will also examine whether there is any theological basis for the management of BREDA since it is a faith-based organisation.

In discussing management of faith-based organisations, it is interesting to note that on the boundary between faith-based organisations and other organisations are faith-based organisations which are becoming secularized, but which is never complete, because differences remain between organisations which were once faith-based and those which never were (Torry, 2005:18). Thus a faith-based organisation like BREDA which takes on more and more secular activities does not necessarily become secular if its motivation and support structures remain Bible-based.

According to Torry (2005:18) it might be that the best way to envisage the situation is as a spectrum, with religious organisations at one end and secular organisations at the other. Faith-based organisations will then be found between the two end points, either nearer to the secular end or nearer to the religious end, or somewhere in the middle.

From Torry's submission, it could be deduced that faith-based organisations cannot be managed, generally, like other secular profit making organisations. General principles of management might apply to all organisations, both faith-based and secular, though, it cannot be said about them practically. Thus we expect faith-based organisations to have some characteristics of religious organisations and some characteristics like those of secular organisations. These will also guide the researcher in examining the management of BREDA.

4.2 Assessing the organisational effectiveness of BREDA

The organisational effectiveness of BREDA will be examined under four main parameters. They are:

    i.   Goal accomplishment

    ii.   Resource acquisition

    iii.   Internal processes

    iv.   Strategic constituency satisfaction

4.2.1 Goal accomplishment

We stated in chapter two (2) above that goal accomplishment is gauged by how well an organisation meets or exceeds its stated goals or objectives. The objectives of BREDA will thus be set side by side its accomplishments to see whether the objectives have been met. As a reminder the objectives of BREDA are as follows:

1. To assist under privileged communities to fight poverty

2. Empower women to be self-supporting through income generating activities

3. Assist in providing emergency relief and rehabilitation

4. Assist and educate rural communities in the areas of sanitation, health and nutrition

5. Assist in the fight against injustice, competition and violation of human rights.

Since the establishment of BREDA in June 2000 it has trained one hundred and fifty girls from under-privileged communities in vocational skills at the Baptist Vocational Training Centre at Frankadua. After their training, all of them are given start-up money to start their businesses. These girls are mostly ex-Trokosi slaves from the Afram Plains in the Eastern Region, and Battor and Mafi areas in the Volta Region. This project is geared towards the fight against poverty in these areas. Another project that has assisted in the fight against poverty is the Early Childhood Development Centre at Mafi where children are given free care and education to enable the women engage in economic ventures without the disruption of child-care during the day. There are fourteen (14) centres under this project and the enrolment currently stands at one thousand-four hundred (1,400), (Ghana Baptist Convention 46th Annual Session Report, 2009:103).

BREDA in a bid to empower women to be self- supporting through income generating activities has initiated projects like the Gari Processing Project in Cape Coast. BREDA also initiated the process of granting soft loans to women under the women Empowerment Project by organising two separate workshops to train fund managers and thirty (30) potential beneficiaries of the project in October and November 2007 respectively (SEDB Report, 2008:3).

BREDA has engaged in relief services to support victims who have been affected by natural disaster. In October 2007 for example, BREDA donated relief items worth GH¢ 2,487.70 to Tamale, Liberty and Bolga Associations in the Northern Ghana Sector of the Ghana Baptist Convention for distribution to its members who were affected by the flood that hit the northern regions of Ghana. BREDA also donated other items including GH¢ 2000 cash to NADMO for distribution to other flood victims in the Northern Region (SEDB Report, 2008:4).

Towards its goal to assist and educate rural communities in the areas of sanitation, health and nutrition, BREDA, under the Tamale Child Development Project, has organised sensitization programmes in Kasuyili, Kunguri, Zali and Wantugu to educate them on the need to have environmental and personal hygiene. Six 30,000 litre Rain Water Harvesting Tanks have been constructed in the four communities. BREDA has distributed 1,100 mosquito nets in Kasuyili, Kunguri, Zali, Wantugu, Tolon and Gunda and 16 Community Health Volunteers have been trained for these communities (SEDB Report, 2008:7).

Through their fight against injustice and violation of human rights, BREDA has succeeded in bringing freedom to girls who were held captive under the Trokosi system in the Volta Region.

From the way things have gone so far BREDA seem to have been on track of accomplishment in respect of set goals. They seem to be accomplishing their set objectives despite the fact that some of the projects failed to yield the needed results. BREDA has not done much in assisting with relief and rehabilitation. Records available point to relief to only the flood victims in northern Ghana in 2007 since the inception of BREDA in 2000. In terms of advocacy in the fight against injustice and violation of human rights, BREDA has concentrated its advocacy on only the Trokosi system and left other serious ones like the Kayaye, domestic abuse, child trafficking among many others.

4.2.2 Resource Acquisition by BREDA

This relates to inputs. The acquisition of factors of production such as raw materials, labour, capital, and managerial and technical expertise are essential in measuring the effectiveness of an organisation. Non-profit organisations, including faith-based organisations, judge their effectiveness in terms of how much money they raise for projects.

BREDA has been able to raise substantial money to fund greater part of their projects that fall in line with their stated objectives. The Danish Mission Council Development Department approved a grant of $ 89,760 towards a three year (2007-2010) project to rehabilitate 30 ex-Trokosi slaves. They have been able to raise money from other organisations like the Christian Council of Ghana, Ghana AIDS Commission, The American Baptist Churches of Metro Chicago, the Women's Missionary Union of Ghana Baptist convention, and other individuals to finance their various projects.

However, when it comes to managerial and technical expertise, it would seem that BREDA has not done much. The organisation has not been able to engage professionals with specific technical competencies for specific projects due to the fact that all employment is done through the Ghana Baptist Convention. In an interview with the Director of BREDA it came to light that the Ghana Baptist Convention, on the other hand, employs based on availability of funds in the Convention not on the need of BREDA[1]. This has led to the failure of some of the projects initiated by BREEDA. (Detailed discussion on this will appear elsewhere in this chapter).

4.2.3 Internal Processes of BREDA

The internal process of any organisation that ensures organisational effectiveness refers to information flow within the organisation, employee commitment, employer loyalty, job satisfaction and trust. In the interview with the Director and Programme Officer of BREDA, they told this researcher that there is smooth flow of information among the staff, top to bottom and vice-versa. The Director and Programme Officer embark on quarterly and monthly visits respectively to project sites to inspect progress of work and to brief staff on current issues in the organisations. Discussions on project and personal issues are held during such visits. Project assistants submit monthly and quarterly reports on the current state of affairs of the project to the Director through the Programme Officer.

When it comes to employee loyalty and commitment, the researcher found out that these traits were as a result of their loyalty and commitment to the Baptist Church to which they belong as members. All those working on the project are members of the Baptist church and that has made

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[1] Interview date 20th November, 2009

BREDA gain positively from their loyalty to the church. From their response, it could be deduced that the employees were satisfied with the job they were doing despite the fact that they complained about lack of logistics that could enhance their performance. This is because the employees were placed at where they had been trained for.

A healthy organisation is a place where there is genuine sense of community, where people are emotionally attached to one another but the researcher feels that does not seem to be the situation at BREDA. Most of the employees do not get the requisite logistics to perform their duties and they feel there is too much control by the Convention. Some of the project funds lodged in the Convention's Account by donors are not released on time for BREDA to carry out such projects. These have made some of the staff, especially those at the management level, not emotionally attached to the organisation and seeking to leave at the least opportunity. One example is the position of Programme Officer which has been occupied by four different people within ten years (Interview with Jervis Dzokoto).

4.2.4 Strategic Constituencies Satisfaction by BREDA

A strategic constituency is any individual or group of individuals who depend on or are affected by the operation of an organisation. Examples are resource providers, and users of the organisation's output whose cooperation is essential for the organisation's survival, or those whose lives are significantly affected by the organisation. Strategic constituencies or stakeholders of BREDA include their donors (example Christian Council of Ghana, Ghana AIDS Commission, Women's Missionary Union of Ghana Baptist Convention, Danish Council for Development Department, and The American Baptist Churches of Massachusetts) and their

beneficiaries (example Ex-Trokosi slaves, communities of Mafi, Frankadua, Kasuyili, Tolon, and Wantugu).

In the interview with the Director and Programmes Officer, the sponsors are satisfied with the work done so far on their sponsored projects and that has led them to give more support for the projects and some have even taken up new projects. According to the 46th Annual Session Report of Ghana Baptist Convention (2009:102), BREDA received $26,113.00 from the Danish Mission Council Development Department as the second installment to support the Trokosi Rehabilitation project at Frankadua. Also, The American Baptist churches of Massachusetts are financing a dormitory project at the centre at a cost of $162,000. These go to prove how satisfied the donors are with previous and ongoing projects undertaken by BREDA. The researcher had the opportunity to interview Rev. Jesse Brown and Mrs. Joan Brown who are representatives of American Baptist Association Metro Chicago, one of the major benefactors of the Frankadua project. They expressed their organisation's satisfaction about the project.

According to the Director, both individual and communities that have benefitted from BREDA projects are satisfied with the service rendered to them. Ex-Trokosi slaves have been rehabilitated, trained and empowered economically and have been reintegrated into the society. Children, especially girls, in underprivileged communities have had access to basic education, health care, portable water and nutrition. Over 100 girls have received training in hairdressing, dressmaking, catering, batik and tie and dye, kente weaving, and literacy at the Baptist Vocational Training Centre at Frankadua. The Early Childhood Development Centre Project at Mafi currently has over 1,400 children at its 14 centres. Individuals and organisations continue to donate to BREDA projects. All these give an indication that BREDA has been able to satisfy its

strategic constituents. The researcher interviewed Ayesha Obiyaa, an ex-trokosi slave at Frankadua, and David Billa, a beneficiary of the education intervention activity of the Tamale project. They both expressed their appreciation to BREDA for bringing positive change to their lives.

In assessing BREDA based on the four criteria (goal accomplishment, resource acquisition, internal processes, strategic constituency satisfaction), the researcher is of the opinion that BREDA has made significant strides towards organisational effectiveness. Although there have been challenges in meeting the various criteria, BREDA has been generally effective.

4.3 Assessing the Human Resource Management of BREDA

Human resource is the most critical factor to the success of a project (Frimpong, 2000:193). The attitude of employees to their work ultimately determines the organisation's ability to survive. Frimpong (2000:193) states that "in the past most managers were under the illusion that people need the organisation more than the organisation needs the people. This is no longer the case in the current business environment, as satisfied employees make for a committed workforce vital if the organisation is to have a sustained growth". The success of organisations in securing the commitment of employees is critical if they are to compete in the marketplace. The commitment of employees could, however, be secured through a well structured and competitive service conditions, work environment, clear job description and self-development prospects.

BREDA seem to be having challenges when it comes to human resource management, based on what the Director and the Programme Officer told the researcher. The staff complained of unattractive remuneration that has led to a relatively high labour turn-over. Although the

researcher did not get the opportunity to see their salaries and allowances, it could be deduced from their responses that their salaries and allowances are not competitive, especially the management staff. As stated elsewhere in this chapter, the position of the Programme Officer has been occupied by four different people since BREDA was established in June 2000. This, the researcher thinks, is partly due to the fact that staff recruitment and compensation procedures are the same as that of the Ghana Baptist Convention. This phenomenon in the opinion of the researcher, is not good for BREDA because they are to recruit professionals for specific projects whose professional training, job description and compensation should be different form those of the Ghana Baptist Convention whose jobs are purely and basically religious and sacrificial.

The situation where Ghana Baptist Convention determines recruitment levels for BREDA, due to its financial constraints, is also a cause for concern. This has affected staffing levels, especially in recruiting qualified professionals for specific projects. The Baptist Child Development Project in Tamale, for example, has projects like sanitation, health and nutrition and education under the main project. These projects should have had specific project assistants if BREDA had the power and capacity to recruit. Rather, there is only one project assistant overseeing all the different projects which might pose some challenges to his professional competencies.

The Conditions of Service Document, 2003 of the Ghana Baptist Convention which BREDA depends on for recruitment is silent on what qualifications one needs to occupy a particular position in the organisation. A situation like this, we think, could lead to arbitrariness in employing people to fill vacant or available positions in BREDA.

According to their condition of service, additional increment and ex-gratia payment awarded to staff of BREDA for outstanding performance and employees who have reached the maximum of

their salary scale respectively will be at the discretion of the Convention or management. This part of the conditions of service needs to be looked at dispassionately. If one's increment or ex-gratia is based on some people's discretion and not on empirical fact that support performance and clearly stated procedures, then staff will concentrate on pleasing the Convention or Management instead of hard work and productivity. Promotion in BREDA is also based on an employee's interest in the affairs of the Convention. This is not a fair labour practice because BREDA is not supposed to employ only people from the Baptist fraternity. BREDA is supposed to employ people from all religious backgrounds if and only if they qualify to occupy such positions. Although denominational loyalty may cause someone to give off his or her best for an organisation, the best way to win an employee's loyalty, in conventional labour terms, is through motivation. BREDA can employ only Baptists, but if they are not properly motivated, they will not be loyal to it. If they are poorly remunerated, or if there are no opportunities for personal development, and if they are not sufficiently empowered to carry out their work efficiently, they will leave to where they can find better conditions.

Responses by the staff at the various project centres confirm this. The Project Assistants, although all are Baptists, were not happy about the conditions under which they work, especially when it comes to remuneration. There is delay in the payment of the meager salary they are paid which is a cause for frustration among the employees. Grace Akunor, the Project Assistant for the Baptist Vocational Training Centre at Frankadua, told the researcher that she is motivated to continue the work by the fact that she sees it as a call from God and not that the working conditions are good.

The staff condition of service document does not give clear performance indicators by which a staff could be judged as performed beyond expectation to warrant an increment or additional increment. People must have benchmarks against which to compare their accomplishments in order to evaluate performance. According to Mallouk et al (2007:716) a benchmark can be monetary or non-monetary. When such things are not known in documentary form, as the case is with BREDA, it makes performance appraisal very difficult and rewards will often be given based on subjective opinions of employers. This is the situation that BREDA finds itself.

Article 22 of the Staff Conditions of Service (2003:13) which provides for staff academic and professional development in the opinion of the researcher is a good one. The Article states among others that "the Convention undertakes to provide suitable means for the training of its employees where such training will enable employees to acquire the needed skill in the performance of their duties and … when an employee is required by the Convention to take a course at a recognized educational institution, which requires time off, the Convention will undertake to bear the cost of such courses." In any organisation where staff have prospects for academic and professional development, they feel secured and motivated to give their best for that organisation. The issue with BREDA, however, is that none of the staff has benefited from this facility. Since BREDA is considered as a department under Ghana Baptist Convention, their staff compete with the rest of the Ghana Baptist Convention staff for this facility. Due to the fact that Ghana Baptist Convention has always faced financial challenges, the possibility of considering staff working directly with the Secretariat over staff of BREDA when it comes to granting this facility seems high. The document does not even state the number of years a staff needs to serve to qualify for such facility. This is likely to give rise to discretional decisions on the part of management which can be a disincentive to the staff. In spite of the fact that it is a

religious organisation, favouritism, which stems from human tendencies, cannot be ruled out if clear policies and procedures are not clearly stated.

4.4 Assessing the Project Management of BREDA

In chapter two of this study, we defined project management as the planning, organising, directing and controlling of company resources for relatively short term objective that has been established to complete specific goal or objective. This section analyses how projects undertaken by BREDA are planned, organised, directed and controlled. According to Frimpong (2000:10), project management involves project planning and project monitoring. Under project planning are definition of work requirements, definition of quality of work, and definition of resources needed. Under project monitoring, there is tracking of progress of work, comparing actual to predicted efforts, analyzing impact, making adjustments.

According to Dzokoto, as a first step towards the implementation of a project, management of BREDA meets to draw up a proposal with which they look for new sponsors or send it to their regular collaborators for sponsorship. When a particular project receives funding, they will then plan how the project could be carried out. The management of the project will normally include what type of professional personnel to recruit, logistics needed for the execution, monitoring and evaluation of the project, taking the period of the project into consideration.

A critical examination of some of the failed projects, however, points to an improper management of such projects. Projects like the Agona Asafo Farms, Kumawu Water Project, Fumesua Community Livelihood project and the Adansi Gari Processing project failed, according to the Progamme Officer, because of lack of qualified personnel and lack of logistics

such as vehicles to supervise and monitor the progress of work. These could be attributed to two things: a lack of proper planning and organisation towards the implementation of the project, and the Ghana Baptist Convention's reluctance to release the funds sourced for the total implementation of such projects. It should be noted that all funds coming to BREDA are received through the Ghana Baptist Convention. This also contributes to the poor implementation of projects since the convention does not release such funds at the right time to BREDA. This delay is also another issue for later discussion.

Another issue worth discussing about managing projects by BREDA is that their projects seem not to have end dates. Apart from the HIV/AIDS project that has ended, all other projects like the Early Childhood Development Project at Mafi, the Baptist Child Development Project at Tamale and the training of ex-Trokosi slaves at Frankadua have no end dates. They are seen as perpetual programmes being run by BREDA. Projects are normally for a period and at the end of that period, it is handed over to the community to continue its running. This is not the case for BREDA. Instead of setting a date for such projects, executing them very well, handing over the projects to those communities, and taking on new projects, BREDA would rather spend all the years on existing projects. The researcher discovered that BREDA as an organisation does not have a time frame for projects like those mentioned in this section. Projects are to address a particular need, such as poverty, malnutrition, sanitation, among others and they are for a period of time. After the set period, the personnel, equipment and facilities for the project are demobilized as a post implementation review organised to measure the success of the project, to see what further improvements can be made, and to learn lessons for future projects. This, the researcher found out is not happening in BREDA. That may inform why they are always seeking funding for one project under a particular objective.

In a typical project management environment, the Project Manager is responsible for everything that is required to make the project a success – whether directly or indirectly. However, in BREDA, the Director, who is expected to play the role as the project manager is not directly responsible for the financial management of the projects. Funds for projects are managed by the Ghana Baptist Convention. This, we think, limits his control over the organisation.

4.5 Analysing the Organisational Structure of BREDA

The organisation structure of an organisation provides the framework for the activities required to achieve set goals. "They define and clarify how the activities are grouped together into units, functions and departments, who is responsible for what, who reports to whom and the lines of authority emanating from the top of the organisation" (Armstrong and Stephens, 2008:104).

Any organisation structure should both allocate tasks through a division of labour and provide for the coordination of performance results. This is in line with Jethro's advice to Moses as found in Exodus 18:17-26. A structure that does both of these things well is an important asset, helping to implement an organisation's strategy. Unfortunately, it is easier to talk about good structures than it is to actually create them. This is why one often reads and hears about organisations changing their structures in an attempt to improve performance.

As illustrated in the organogram in chapter 3, there is an unmistakable hierarchy of authority in BREDA. Working from bottom to the top, five project assistants report to the Director through the Progamme Officer at the Head office. The Director reports to the BREDA council which in turn reports to the Socio-Economic Development Board of the Ghana Baptist Convention. This hierarchy of authority or chain of command is only on paper because the BREDA Council that is

supposed to liaise between BREDA as an organisation and the Socio-Economic Development Board is not functional. This development is likely to negatively affect the smooth administration of BREDA. The BREDA Council is supposed to be the Board of Directors for the organisation as pertains in many successful organisations, whether for profit or not-for-profit.

According to Colley Jr. et al (2003:213), the board of not-for-profit organisations is composed exclusively of volunteers. The volunteers are committed to the organisation because of their interest and beliefs, not compensation, and therefore must be managed differently from that of a compensated board (Colley Jr. et al, 2003:214). The high performances of such boards result from the members' belief in and commitment to the organisation's objectives. If the BREDA Council is not functioning, then it may be that either the members do not see themselves as volunteers and as such demanding compensation for their services, or they have no interest in the organisation, or they are not committed to the objectives of BREDA. These issues need to be investigated. It might also be that the council's chairman is not that type who can motivate volunteers to give their maximum output.

The structure of BREDA also indicates an extensive division of labour (see organogram in chapter 3). Immediately below the Director is the programme officer who coordinates the work of all the five project assistants at the Head office. The Director does not oversee or supervise all the projects but project assistants who have knowledge about particular projects are engaged to supervise such projects and report to the Director. This brings efficiency in the organisation.

Considering the actual operations of BREDA, its organisation structure is a unitary type where separate project units are not subdivided into divisions. Under this type of structure, project assistants of the various projects report directly to the director with the programme officer

serving only as a coordinator. In such a structure, the director has a key role in coordinating as well as directing activities of the project assistants in order to achieve corporate goals or results. Due to the simplicity of the structure the director is able to interact directly with the project assistants and get first hand information on projects as quickly as possible and vice versa.

The Director of BREDA will, however, encounter some challenges working with such a structure because the projects or units under him are not in the same office but scattered across the country. The structure, though simple, pose a geographical challenge. He has to physically move from his office in Accra to places like Frankadua, Mafi, Tamale or Bolgatanga in order to get projects assistants who are directly under him.

The Organogram of BREDA has been designed to implement the strategies towards achieving the objectives of the organisation. Looking at the structure, one clearly finds that BREDA's operations have been enhanced because every unit (project) has set of objectives to achieve and using the logistics at their disposal, works towards those objectives. The Project Assistant for the Tamale Child Development Project, for instance, knows that he is responsible for seeing that the objective of ensuring good nutrition, sanitation, portable water and education of the girl child in the target communities is achieved.

4.6 Analysing the Leadership Approach to Management of BREDA

Leadership plays a vital role in ensuring organisational success. Leaders help their organisations

1. To define the purposes for which it exists'

2. to keep its activities within the defined purposes and goals

3. to find alternative ways of attaining the goals

4. to clarify the responsibilities of its officers and members to carry out their programmes.

Simply put, leadership is influencing the personnel in the organisation to accomplish a task while advancing the organisation's interest and integrity.

From the research, it was revealed that the director of BREDA is not exercising the leadership needed to ensure the success of organisations. This is so because he does not influence the staff of BREDA towards achieving the goals of the organisation. He has neither a coercive power nor a reward power because everything about engagement, dismissal, promotion, or demotion in BREDA is at the pleasure of Ghana Baptist Convention.

The director has no authority to take decisions that he thinks may help the organisation and take responsibility for the outcome of such decisions. This is one of the essential marks of leadership which is not seen in BREDA. Every leader accepts three key functions in his role, namely, authority, responsibility and accountability. Going by what constitutes an effective leadership and its impact on organisations it could be concluded that the system being run by BREDA has not empowered the director to function as a leader.

4.7 An Analysis of BREDA's Biblical Approach to Management

The researcher has mentioned in chapter two of this study that faith-based organisations thrive based on the same managerial principles as secular organisation and that the difference is how a faith-based organisation applies religious principles to managing such organisations in such a way that accepted management principles are not compromised. BREDA, which is a Christian faith-based organisation we may say has been managed on biblical principles of management. As

in Proverbs 6:6, Nehemiah 2:11-6:16, Exodus 18:17-26 and the creation narrative in Genesis 1 and 2, BREDA has planned all its operations.

The above quoted biblical passages are the biblical bases for planning, organising and delegating in management, and BREDA adheres to this principles. Although a few of the projects failed due to improper planning of those specific projects, proper planning, in line with biblical principles, has helped BREDA to achieve its objectives.

The organisation structure of BREDA which spells out the division of labour is also in line with Nehemiah 3 where various groups of people undertook different tasks at different locations towards rebuilding the broken wall of Jerusalem. Appointing Project Assistants to oversee staff on various projects of BREDA has its biblical basis in Exodus 18:13-26, where Jethro adviced Moses to delegate other people to take charge of groups of people. What does not look clear is whether those delegated in BREDA has authority attached to the responsibilities assigned to them. Authority can be said to be the right (by virtue of position or rank) to use resources to accomplish a task or achieve an objective (Mallouk et al, 2007:10). How much authority the Director, the Project Officer and the Project Assistants have, however, is also a matter of concern since all of them rely on the Ghana Baptist Convention even for the release of project funds.

It should be noted that management from the biblical point of view is stewardship. Stewardship, as taught by Jesus in Matthew 25:14-30, goes with authority, responsibility and accountability. Managers, and for our purpose stewards, should therefore know that they will someday account for their actions, inactions or any decisions they took in the course of their stewardship. In the biblical passage referred to above, the master gave the servants authority and later came back to demand accountability.

In every instance in scripture that someone has been delegated, authority has been attached to the responsibility. An example is when Jesus sent his disciples in Matthew chapter 10, he gave them authority over demons.

4.8 An Analysis of BREDA's Management in terms of Definition of FBOs.

As per our definition in chapter one, BREDA as a faith-based organisation is to be non-governmental, non-profit making, and an organisation whose activities are influenced by a religious tradition. Examining the mission, core values, project areas and collaborators of BREDA, one could conclude that its activities are influenced by the Christian faith. All their existing projects are purely non-profit in nature; they are geared towards bringing relief and development to the communities and people they minister to at no cost to such communities. Above all, BREDA has reached a lot of people in the communities they operate with the gospel of Jesus Christ and through that most people have become Christians.

By definition, any attempt by BREDA to seek profit from any of their projects will defeat their identity as a faith-based organisation. BREDA attempted to use the Agona Asafo farm project as a profit generating venture for the Convention. This was in contrast to their identity as a not-for-profit faith-based organisation. This might have contributed to the failure of that project.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

5.1 **Introduction**

A lot of people have seen religious organisations as institutions that should be vital in the development of the communities in which they minister, in addition to their spiritual development. Christian religious organisations aware of their social responsibility as stated in Luke 4:18-19, also see themselves as partners in community development. Most Christian religious organisations have tried to fulfill this social responsibility by establishing faith-based organisations through which they can meet the physical and material need of the people in the communities they minister. In order to achieve the objectives for which these faith-based organisations are established, they need to be managed quite differently from the manner in which the religious organisations or congregations are managed. This chapter, which concludes the thesis, summarizes major issues emerging from the research as to how faith-based organisations, with emphasis on BREDA, are managed. The researcher's recommendations for the effective management of faith-based organisations, with emphasis on BREDA, will also be discussed in this chapter.

5.2 Summary of Issues Emerging from the Research

This research was conducted through the reviewing of several literature, both published and unpublished. Reports and articles were also reviewed. Individuals who are directly connected to the management and the day to day running of BREDA were also interviewed.

One issue that emerged from the research is the difference in managing religious organisations, that is, faith-based organisations and congregations. Faith-based organisations are engaged in a

wide variety of activities beyond worship by religious organisations, most of which provide services and immediate benefits to needy individuals and families in the congregation. Faith-based organisations support their projects with donations from collaborators and volunteer labour services. The likelihood that they will become involved in community development appears to depend on several factors, including whether the religious organisation that established the faith-based organisation is in a poor neighborhood; the socio-economic needs of the community; the theological and political orientation of the religious organisation; whether they can raise adequate resources; and their leadership.

Another issue that emerged from the research is that for faith-based organisations to achieve the aim for which they were established, they should be managed like secular organisations. Faith-based organisations should have the ability to do the following:

1. Plan effectively – Projects and programmes should be well planned and Faith-based organisations should develop an understanding of community needs that inform a strategic vision for change.

2. Secure resources – Faith-based organisations should have the ability to acquire grants, technical assistance and attract donations and volunteer services for the execution of projects.

3. Develop strong internal management and governance structures – This includes establishing good working relationship between management and staff. It also calls for effective human resource management.

4. Network – This includes building relationships with other entities, both public and private, inside and outside the community.

The issue of the need for applying management principles to achieve organisational success also emerged from the research. Although managers in different parts of the world could have achieved managerial success without having basic theoretical knowledge in management, it has to be unequivocally emphasized that those managers who have mixed management theory in their day-to-day practice, have had better chances of managing their organisations more efficiently and effectively to achieve both individual and organisational objectives. Therefore the managers of faith-based organisations, like other profit making organisations, ought to appreciate the important role they play in their respective organisations if they are to achieve set goals. Managers need to plan, organise, lead and control if they are to achieve set organisational goals.

The over-reliance of BREDA on foreign donors for the execution of their projects is also an issue that emerged from the research. Apart from the Women's Missionary Union of the Ghana Baptist Convention which has been making donations to BREDA for their projects, all other benefactors are foreign based. The Ghana Baptist Convention does not make any significant financial commitment to BREDA projects. This is in contrast to the Catholic Relief Service whose major benefactors are the Ghana Catholic Bishops' Conference and local agencies like the Department of Social Welfare and CeFORCE whose main sponsor is Grace Baptist Church.

Another issue that came out from the research was that BREDA, like other faith-based organisations, is influenced by the religious organisations that established it, that is, the Ghana

Baptist Convention. The Ghana Baptist Convention controls the human resource management in terms of the recruitment and placement of personnel of BREDA and also set the conditions of service for them. As such, staff of BREDA are seen as staff of Ghana Baptist Convention. The finances of BREDA are also managed by the Ghana Baptist Convention. BREDA has no finance officer and as such their financial report is always absorbed by the financial report of the Ghana Baptist Convention. This issue makes it clear that BREDA as a corporate entity is being managed by another corporate entity that established it. This practice will obviously affect the effective management of BREDA.

It also came out through the research that, unlike most faith-based organisations, the BREDA Council which is the board of Directors of BREDA, is not functioning. Management of BREDA, therefore, has no legal body to consistently appraise the operations of BREDA except for the annual reports they submit to the Socio-Economic Development Board which includes BREDA report in their report to the annual Session of the Ghana Baptist Convention.

We also discovered that basic principles of management and practices have their parables in the Bible. This means that faith-based organisations will have no excuse for not applying these principles in managing the organisations.

According to the 'Master Plan' for BREDA, the management and administration of BREDA would have changed so that it would become an autonomous body by the year 2008. This could be found when the proposed organisational structure that is in chapter three of this research is analysed. It came out from the research that it has not being implemented and there is no indication that its implementation is in sight. This has affected the general management of BREDA because the staff, including the Director, consider themselves a Ghana Baptist

Convention staff instead of BREDA. They rely on Ghana Baptist Convention for their salaries and other logistics so their allegiance is more to Ghana Baptist Convention than BREDA.

The research also revealed that BREDA has taken on too many projects which are far beyond their resources. This has rendered managing the entire project ineffective.

5.3 Recommendations

This research has revealed that BREDA, like most faith-based organisations, are able to achieve most of the aims for which they were established. It however, needs to be managed effectively to ensure its sustainability and growth. We are therefore making the following recommendations that may ensure the effective management of faith-based organisations with particular reference to BREDA.

1. Although faith-based organisations are established according to the beliefs of a particular Christian tradition, their management should be devoid of denominational or religious influence. Undue denominational influence on faith-based organisations can lead to low productivity.

2. Faith-based organisations should be managed according to basic management principles and practices that have their parallels in the Bible, just like other secular non-profit organisations.

3. Ghana Baptist Convention should take immediate steps to make BREDA autonomous. By this BREDA as a corporate organisation will recruit its own staff in line with the need for their projects and programmes. It will have separate conditions of service, pay them directly and thus manage its human resources effectively. By being autonomous,

BREDA will be able to directly source for funding for their projects, manage such funds and account for how money was spent to its Board of Directors. By this BREDA will employ a finance officer to handle their finances.

4. The BREDA council should be operational in order to monitor the operations of BREDA on regular basis so that administrative lapses could be identified early for correction.

5. The director of BREDA, like other successful organisations, should be empowered to set the vision for BREDA and take other major decisions towards achieving the goals of the organisation. This will make him accountable for what might happen to BREDA.

6. The proposed organisational structure that was supposed to be in place in year 2008 should be put in place as soon as possible. This structure will enhance the effective management of BREDA to ensure its sustainability and growth.

7. BREDA should review the entire projects it has embarked on and wind up those that are posing difficulties so that it can use the limited resources at its disposal to concentrate on those that are doing well to ensure efficient and effective management.

8. Staff of BREDA should be well motivated through the payment of competitive salaries and allowances and provide logistics to enhance the work of the project assistants and other field workers. This will enable BREDA to attract and retain qualified personnel to man their projects. In addition to his, BREDA should encourage volunteer service which most faith-based organisations make use of because of its cost effectiveness.

5.4 Conclusion

Faith-based organisations are established by religious organisations as not for profit organisations to contribute to the development of the communities they serve. The faith-based organisations should, like other institutions, be managed effectively to ensure sustainability and growth. This is what the researcher wanted to find out, using BREDA as case study. The research revealed certain practices within BREDA that pointed to ineffective management. These practices are mentioned in 5.2 of this chapter. The researcher has made certain recommendations that could ensure the effective management of BREDA and other faith-based organisations that might be operating like it.

We will like to mention in this conclusion that putting this research together has not been without challenges. The major challenge that the researcher faced was that although there are books and publications on the operations of faith based organisations, literature on the actual management of faith-based organisations was almost not available. As such the research looked like breaking a new ground. Travelling to major project sites of BREDA coupled with time schedules of those to be interviewed were other challenges faced by the researcher.

The researcher wishes to conclude by suggesting that this thesis be used as a platform for further research in effective management of faith-based organisations.

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APPENDIX A

MASTER OF PHILOSOHY (RELIGIOUS STUDIES)

THESIS TOPIC: TOWARDS EFFECTIVE MANAGEMENT OF FAITH-BASED ORGANIZATIONS – THE CASE STUDY OF BAPTIST RELIEF AND DEVELOPMENT AGENCY

INTERVIEW QUESTIONS (RESEARCH)

Note: Ask for copies of documents or records (if available) of information or responses.

1. Brief history
2. Core business (projects)
3. Strategic plan (if any)
4. Mission statement
5. Vision
6. Staff strength
7. Staff placement (management, middle level management, junior staff, etc.)
8. Staff recruitment procedures
9. Staff compensation procedures
10. Human resource development procedures
11. How is the organization funded?
12. Does the organization have an organogram?
13. How do other departments/units relate to each other?
14. What type of professionals do you engage?
15. How often do professionals/staff quit the organization?
16. What reasons do they give for leaving?
17. Does the church/denomination have any influence on the running of the organization?
18. If (17) is yes, which area of the administration do they influence? Eg. Staff recruitment, financial management, what project to undertake, etc.(in what way?)
19. If (17) is yes, what type of influence do they exert? Eg. Religious
20. If (17) is yes, how has this influence affected the running of the organization
21. If (17) is no, does the organization need some influence from the church/denomination and why?
22. What has the organization been able to achieve in terms of set goals?

23. What requisite factors of production such as materials, labour, managerial and technical expertise, adequate funding for projects, etc. has the organization been able to acquire?
24. How is information communicated among staff?
25. What types of complains do the staff make concerning their job schedule and performance of their duties?
26. Who are your major stakeholders and are they satisfied with your output?
27. How are decisions taken in the organization?
28. Which caliber of staff is involved in the decision-making process?
29. What specific projects does the organization undertake?
30. Do the projects have defined start and end dates (give specific examples)?
31. Do the projects have funding limits?
32. Do the financiers specify the resources to employ?
33. What biblical principles does the organization apply to its management?

MICHAEL S. AIDOO

APPENDIX B

MASTER OF PHILOSOHY (RELIGIOUS STUDIES)

THESIS TOPIC: TOWARDS EFFECTIVE MANAGEMENT OF FAITH-BASED
ORGANIZATIONS – THE CASE STUDY OF BAPTIST RELIEF AND DEVELOPMENT
AGENCY

INTERVIEW QUESTIONS

PROJECT ASSISTANTS AND STAFF OF BREDA

1. How long have you worked with BREDA?
2. How were you recruited?
3. Which Christian denomination do you belong to?
4. How do you communicate with Head Office?
5. What are the general comments beneficiaries give about the project?
6. Are the beneficiaries satisfied with the project?
7. What do you like about the work you are doing?
8. What do you not like about the work you are doing?
9. What are the things that hinder you from doing your work effectively?
10. What will you need to be efficient?
11. Does BREDA provide you with all the logistics you need?

APPENDIX C

MASTER OF PHILOSOHY (RELIGIOUS STUDIES)

THESIS TOPIC: TOWARDS EFFECTIVE MANAGEMENT OF FAITH-BASED ORGANIZATIONS – THE CASE STUDY OF BAPTIST RELIEF AND DEVELOPMENT AGENCY

PROJECT BENEFICIARIES

1. Are you satisfied with the services of BREDA?
2. In what ways have the project benefitted you?
3. Have all your expectations about the project been met?
4. What don't you like about the work of BREDA?
5. What do you want BREDA to do in order to improve their services to you?