FACTORS INFLUENCING SUCCESSFUL DEVELOPMENT PARTNERS INTERVENTION ON ECONOMIC GROWTH OF COMMUNITIES IN KENYA: A CASE STUDY OF WORLD VISION

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ABSTRACT

The challenge of achieving the MDGs remains daunting in many countries, including Kenya (World Bank, 2012). To do so will require that all development partners, i.e., the government, civil society, private business and donors, make every effort to have successful development interventions (Hartmann & Linn, 2008). Interventions that are successful as pilots but are not scaled up will create localized benefits for a small number of beneficiaries, but they will fail to contribute significantly to close the MDG gap. The study sought to establish the factors influencing successful development partners' intervention on economic growth of communities in Kenya with reference to world vision.

Key Words: *Participation, Fund, Project implementation, Political consideration and Community development*

Introduction

Community development rejects the traditional top-down approach to adopt a more participatory and bottom-up approach, valuing local input into solutions in order to promote positive outcomes. Hartmann (2008) defines community development in the following terms: "From a humanitarian perspective, it may be seen as a search for community, mutual aid, social support, and human liberation in an alienating, oppressive, competitive, and individualistic society. In its more pragmatic institutional sense, it may be viewed as a means for mobilizing communities to join state or institutional initiatives that are aimed at alleviating poverty, solving social problems, strengthening families, fostering democracy, and achieving modernization and socio-economic development."

Statement of the Problem

The challenge of achieving the MDGs remains daunting in many countries, including Kenya (World Bank, 2012). To do so will require that all development partners, i.e., the government, civil society, private business and donors, make every effort to have successful development interventions (Hartmann, 2008). Interventions that are successful as pilots but are not scaled up will create localized benefits for a small number of beneficiaries, but they will fail to contribute significantly to close the MDG gap.

Statistics available from Republic of Kenya and World Vision regarding development partners intervention in Kenya shows a trend of corruption and bribes in Kenya (World Vision, 2012). Report from the UN Secretary General show that funds direct to assist the communities by donors in Kenya are usually diverted by development partners to serve personal goals (UN, 2012). World Vision in partnership with the UN's World Food Programme is providing food to affected communities. Report from World Bank show that World Vision's programmes in Kenya is considered successful in improve long-term food security which includes nutrition programmes for kids, cash-for-work programmes (to offset food prices), fodder for livestock and increasing emergency food reserves (WB, 2012).
The above forgoing information in the background indicates that World Vision has been coupled with a myriad of challenges regarding development intervention related problems in their operations (World Bank, 2012). The study sought to establish the factors influencing successful development partners' intervention on economic growth of communities in Kenya with reference to world vision

General Objective of the Study

The general objective of this study was establish the factors influencing successful development partners intervention on economic growth of communities in Kenya: A case study of World Vision.

Specific Objectives of the Study

i. To determine the influence of training on world vision intervention on economic growth of communities in Kenya
ii. To determine the influence organization policy on world vision intervention on economic growth of communities in Kenya
iii. To determine the influence of leadership style on world vision intervention on economic growth of communities in Kenya
iv. To examine the influence of organizational structure on effectiveness of world vision intervention on economic growth of communities in Kenya

Significance of the Study

By assessing the factors affecting the effectiveness of world vision intervention on economic growth of communities in Kenya, various stockholders will benefit as follows;

World Vision: This document offers guidance to world vision and policy-makers on designing and effecting policies on of development partners' intervention on economic growth of communities in Kenya. Furthermore the results will help world vision management to understand more about the effectiveness world vision in in enhancing economic growth of communities in Kenya.

Government: The study will act as a mirror against which the government will examine and review existing policies on development partners' intervention policies to match with the current situation needs.

The Researcher: Researcher who may wish to gather or venture into subject may find the report useful in backing their findings. The report will also be used for furthering academic and related research initiative.

Theoretical Background

Sensory stimulation theory

Traditional sensory stimulation theory has as its basic premise that effective learning occurs when the senses are stimulated (Laird, 1985). Laird quotes research that found that the vast majority of knowledge held by adults (75%) is learned through seeing. Hearing is the next most effective (about 13%) and the other senses — touch, smell and taste — account for 12% of what we know.
By stimulating the senses, especially the visual sense, learning can be enhanced. However, this theory says that if multi-senses are stimulated, greater learning takes place. Stimulation through the senses is achieved through a greater variety of colors, volume levels, strong statements, facts presented visually, use of a variety of techniques and media.

Dependency Theory

Influenced by Marx, the proponents of the Structuralism and Dependency Theory contend that development and underdevelopment are intertwined. They see some countries achieving development by keeping others underdeveloped. In their view, underdevelopment is therefore a by-product of development and progress therefore depends upon changing the relationships among nations.

In the late 1950s, Raul Prebisch, the Director of the United Nations Economic Commission for Latin America, and colleagues discovered that economic growth in advanced industrialized countries did not necessarily translate into growth for poorer nations. Actually, their investigations concluded that increased economic activity in the industrialized nations repeatedly caused serious economic problems in less developed nations. Highly critical of the modernization theory, the *dependentistas* contented that the proponents of modernization had failed to recognize the deeply rooted effects of colonialism on former colonies like trade inequities.

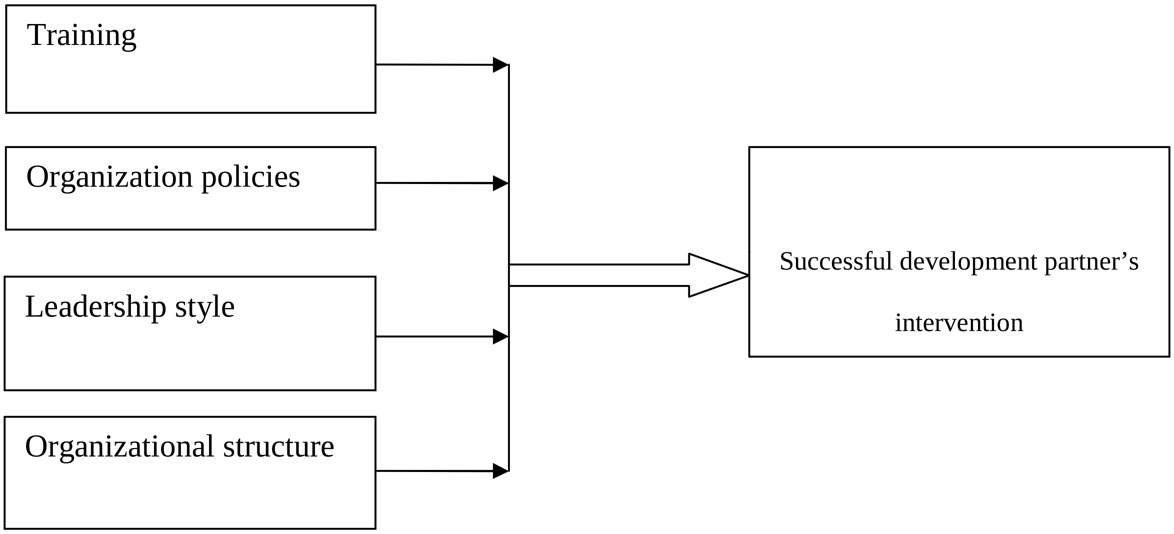
Prebisch explained that less developed nations traditionally exported primary commodities to the industrialized nations which then used those commodities to manufacture products that are then sold back to the less developed nations. This "Value Added" process creates a vicious circle for poorer nations. The proceeds from exporting of commodities to industrialized nations are not enough to enable poorer nations to afford the cost of importing the value-added products.

As a solution, Prebisch recommended that less developed nations develop programs of import substitution to reduce and subsequently eliminate the need to purchase manufactured goods from industrialized countries. He maintains that less developed countries should use the world market to build up their foreign exchange reserves by still exporting raw materials to industrialized countries.

In practice, import substitution turned out to be difficult to implement for three reasons. The economies of scale used by the industrialized countries to keep prices low could not benefit the less developed countries due to the small size of their internal markets. There were serious challenges to the commitment of less developed countries to moving from primary products producers to value added products manufactures. And, lastly, less developed countries were limited in their ability to control the prices of commodities exported to industrialized countries. The *dependentistas* have been strongly criticized by Peter Bauer and Martin Wolf, free-market economists, who contend that lack of competition and corruption could occur as a result of the implementation of dependency theory.

Conceptual Framework

Independent valuable **Dependent variable**



Empirical review

The world has become preoccupied by "development." Every industrialized country has its "development aid agency," multinational development banks (MDBs) thrive on it and dozens of international organizations, including the United Nations system, are devoted to it. The purported goals of development are to eradicate poverty, raise standards of living to equal those found in the industrialized, "developed" countries, and generally to provide all the requisites for happiness such as education, health, clean water, food, housing, transportation, energy, etc. There is little agreement on what constitutes effective grassroots development, except that for most people it represents an alternative to the massive development projects sponsored by states, usually with funding - and often direction - from such agencies as the World Bank or the US Agency for International Development (AID). Since grassroots development is a reaction against the types of development undertaken by such agencies, it is important to explore briefly the recent history of large-scale development programs, Lenski, (2004)

Economic development, in the Western sense, commonly involves the transformation of a Third World traditional socioeconomic system into one more similar to the pattern found in the West where continual growth of production and capital wealth is assumed as good and desirable. The usual approach to development has involved a donor bureaucracy (e.g. USAID, World Bank, UNDP, EEC) dealing with a recipient government bureaucracy (e.g. Ministry of Planning and National Development, the Treasury, etc.). Development project proposals are formulated based on priorities established nominally by the recipient government, but usually influenced by what the donor is willing to finance. These proposals are often formulated by "expert" consultants, usually paid for by the donor agency. The consultant(s) pay a short visit to the proposed project area, study the technical and economic aspects of the project and, theoretically, the social and environmental impacts, and then write up the proposal (Lipset,2008).

Critique of the Review

Economic group is such a general term that it can be, and often is, used to refer to almost any kind of change not qualified by some other term, such as economic or political change. Sociologists have had to work hard to limit this broad meaning in order to make the term more specific and hence useful for social theory. At the most basic level, social change refers to changes that are significant – that is, changes which alter the 'underlying structure of an object or situation over a period of time' (Giddens 2005).

Thus social change does not include any and all changes, but only big ones, changes which transform things fundamentally. The 'bigness' of change is measured not only by how much change it brings about, but also by the scale of the change, that is, by how large a section of society it affects. In other words, changes have to be both intensive and extensive; have a big impact spread over a large sector of society – in order to qualify as social change. The other issue is one of targeting, and whether Development programs intervention are reaching the very poor. In one study only one-third of Development programs intervention programmes were found to reach the very poor and most marginalized groups and the level of targeting of landless, dalits, poor women and poor was less than their proportion in the total population. In other words, the programmes were inequitable and discriminating (unintentionally) against the very poor they were meant to help. Murthy and Sree (2003) went on, however, to note that at least NGOs and GROs are better at targeting the poor than the government: Development programs intervention reached 80–100 per cent of the poor, and government programmes reached 60–80 per cent.

Research Gap

It has been argued that the development process in Africa could be accelerated if development policies, program, and activities were to focus more on the grassroots majority, to enable them a socially changed and a transformed society hence lifting them out of poverty. Although a number of countries have shown a willingness to improve the structural well-being of these grass root development institutions in order to reduce the number of people living in absolute poverty, the indications are that several countries still have a long way to go (UNESC 2008).

Recent developments have shown that the construction and use of development grass root programs help to deepen our understanding of the development process and the status of countries along the development path. Studies shows that grass root development programs can also provide a basis for shaping the policies and actions of governments and their development partners. Development programs interventions are thus becoming more acceptable as a way of tracking the performances of different economies over the years (Bandura 2005).

Despite their proliferation, most of these grass root development programs have focused on governance and development, but looking at these issues from the viewpoint of the development actors and not necessarily from that of the grassroots, who are the ones most affected. The key methodological contribution of this paper is in the construction and estimation of a development index from the perspective of the grassroots. Grass root programs are generally constructed on the assumption that they are composite indicators that measure multidimensional concepts, and hence cannot be captured by a single indicator. Ideally, a composite indicatorshould be based on three key pillars which are: a solid theoretical framework, a sound process of construction, and good-quality underlying data of transformation that can be seen (Nardo et al. 2005). The value of such a composite program can be assessed by how well it fulfills a number of criteria. First, it needs to exhibit robustness to uncertainties in bringing out the expected social change and uplifting the wellbeing of the majority (Thomas, 1991).

Research Methodology

Target population in statistics is the specific population about which information is desired. This target population is chosen owing the fact that the management is responsible for formulation of strategic plans, overseeing the implementation of the same and taking part in their evaluation.

The researchers target population was staff members of world vision, specifically the management team of the world vision in Nairobi. The researcher also sought to get information from some subordinate staff in the school because they normally had extra information on what was actually happening on the ground.

In order to reduce duplicity of data obtained and to ensure exhaustive obtainance of information a sample size of 60 will be considered. The sample consisted of the officers and department head; there are currently only six departments. Stratified sampling technique was be used in coming up with a sample size of 60 whereby each stratum consisted of a size of 10.

Within each stratum simple random sampling technique was used. Simple random sampling was chosen among the objects in the stratum since it allocated the objects an equal opportunity of being sampled.

To establish the validity of the research instrument the researcher sought opinions of experts in the field of study. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity. Reliability of the research instrument was enhanced through a pilot study that was done on 5 officers of the ministry. The pilot data was not be included in the actual study. The pilot study allowed for pre-testing of the research instrument. The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that require modification. The result helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what is intended.

The study relied mostly on primary data sources. Primary data was collected using semi-structured questionnaires with both close-ended and open-ended questions which were administered through drop and pick-later method to the sampled population.

Before processing the responses, the completed questionnaires were edited for completeness and consistency. A content analysis and descriptive analysis was employed. The content analysis was used to analyze the respondents' views on the strategic planning practices that the ministry has adopted. The data was then be coded to enable the responses to be grouped into categories.

Descriptive statistics will be used mainly to summarize the data. This included percentages and frequencies. A Lickert scale and the use of Statistical Package for Social Sciences (SPSS version 12.0) was employed. Tables, Pie charts and other graphs will be used as appropriate to present the data collected for ease of understanding and analysis. Measures of central tendency were applied (mean, median, mode and percentages) for quantitative variables.

Research Findings and Discussions

Training

The study found out that majority of the respondents indicated that training influence this organization intervention in community development Projects to a very great extent. These findings relate with the literature review where the potential of vocational training to support or even drive competitiveness, innovation and growth policies has largely been neglected in education and training policies, in particular when compared with the role attributed to the higher education sector. This neglect is harmful as it underestimates the crucial importance of high volume and high quality for retaining and developing the economy (Fagenson, 2008).

Organization Policy

The study further found out that majority of the respondents indicated that organization policies influence the organization intervention in community development projects to a very great extent. One difficulty of focusing on individual character is that relatively little existing information is to be gleaned that pertains to the matching of partners personality trait by personality trait Fagenson,(2008)Development partners are also portrayed in terms of their proclivity to 'answer the call', though the key virtue is often described as kindliness rather than saintliness (Freedman, 1993).

Leadership Styles

Additionally the study found out that majority of the respondents indicated that leadership styles influence the organization intervention in community development projects to a very great extent. The findings relate to those of Bolman & Deal (1994) Structural leaders value analysis and data, focus on the lower levels, set clear directions, hold people responsible for results, and attempt to solve organizational problems with new policies and rules or through restructuring

Organizational Structure

Finally, the study found out that majority of the respondents indicated that organizational structure influences the organization intervention in community development projects to a very great extent.

These findings relate with the literature review where Scandura (2009) indicates that being a development partner is an ongoing responsibility, and in performing that role the development partner will be guided by a range of instincts and ideas. Being a development partner is an ongoing responsibility, and in performing that role the development partner will be guided by a range of instincts and ideas.

Regression analysis

This section presents a discussion of the results of inferential statistics. The researcher conducted a multiple regression analysis so as to analyze into the factors influencing successful development partners intervention on economic growth of communities in Kenya: A case study of World Vision. The researcher applied the statistical package Easy Reg International to code, enter and compute the measurements of the multiple regressions for the study. Findings are presented in the following tables;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 921[a]	.721	.893	.557

a. Predictors: (Constant), training, organization policy, leadership style, organizational structure.

b. Dependent Variable: Successful development partner's intervention

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Successful development partner's intervention) that is explained by all the 4 independent variables (training, organization policy, leadership style, organizational structure).

The four independent variables that were studied, explain 72.1% of variance in Successful development partner's intervention as represented by the R^2. This therefore means that other factors not studied in this research contribute 27.9% of variance in the dependent variable. Therefore, further research should be conducted to analyze into the factors influencing successful development partners intervention on economic growth of communities in Kenya.

ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.453	5	.176	72.9	.000[a]
	Residual	15.653	25	.212		
	Total	40.106	30			

a. Predictors: (Constant), training, organization policy, leadership style, organizational structure

b. Dependent Variable: Successful development partner's intervention

The F critical at 5% level of significance was 3.44. Since F calculated is greater than the F critical (value = 72.9), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, (training, organization policy, leadership style, organizational structure) explain the variation in the dependent variable which is Successful development partner's intervention. Subsequently, we reject the hypothesis that all the population values for the regression coefficients are 0. Conversely, if the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.234	.47		6.654	0.003
	Training	2.761	0.174	0.212	0.234	0.001
	Organisation Policies	1.983	0.287	0.476	0.344	0.003
	Leadership Styles	1.236	0.532	0.376	0.178	0.002
	Organizational structure	0.973	0.275	0.299	0.245	0.004

From the regression findings, the substitution of the equation ($Y = β0+ β1X1 + β2X2 + β3X3 + β4X4$) becomes: $Y= 3.234+ 2.761X_1+ 1.983X_2+ 1.236X_3+0.973X_4$. Where Y is the dependent variable (Successful development partner's intervention), X_1 is the training variable, X_2 is the organization policy variable, X_3 is leadership style variable and X_4 the organizational structure variable.

According to the equation, taking all factors (training, organization policy, leadership style, organizational structure) constant at zero, Successful development partner's intervention will be 3.234. The data findings also show that a unit increase in training will lead to a 2.761 increase in Successful development partner's intervention ; a unit increase in organization policy will lead to a 1.983 increase in Successful development partner's intervention ; a unit increase in leadership style will lead to a 1.236 increase in Successful development partner's intervention ; and a unit increase in organizational structure will lead to a 0.973 in Successful development partner's intervention.

At 5% level of significance and 95% level of confidence, training had a 0.001 level of significance; organization policy had a 0.003, leadership style had a 0.002 level of significance while organization structure had 0.004 level of significance implying that the most significant factor is training followed by leadership styles.

Conclusions

This study concludes that training, organization policy, leadership styles and organizational structure influenced successful development partners intervention on economic growth of communities in Kenya. The purported goals of development are to eradicate poverty, raise standards of living to equal those found in the industrialized, "developed" countries, and generally to provide all the requisites for happiness such as education, health, clean water, food, housing, transportation, energy, etc. The increasing contributions of development partners' intervention in economic growth demands close examination and measurement of their effectiveness and ineffectiveness.

Recommendations

The study recommends that communities should invest in vocational training so as to understand the crucial importance of high volume and high quality for retaining and developing the economy.

The study also recommends that communities should embrace continued vocational training so as to equip older workers with skills necessary for changing jobs as well as for entrepreneurship for increased economic growth.

The study recommends that communities should embrace coordination and controls for continued effectiveness thus steering economic growth to greater heights.

The selection of organizational structure should be made consistent over time and that the organizations complexity and size should be considered appropriately throughout its life cycle since it affect performance. The best possible fit for the future as well as the present should be sought.

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