Assets Endowment: The Determinant Factor for Stakeholder Mobilization and Retention for Community Driven Development Projects

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Abstract

Resource and Stakeholder Mobilization are significant in Community Driven Development (CDD). Stakeholder identification, engagement and management are recognized as key project management skills and categorized as resource based as 'soft skills' requiring both intuition and a strong capacity for analysis. While many studies have focused on the two independently, the relationship between assets and stakeholder participation still remain uncovered with the question being, "to what extent does assets influence Mobilization and vice versa?" This study sought to investigate the relationship between Asset endowment and stakeholder mobilization for CDD initiatives by focusing on the question; "Is there a significant correlation between the asset endowment and individual and community mobilization and willingness to participate in CDD?" A research model comprising three construct variables representing the building blocks of Assets endowment namely; Community Assets building blocks, Individual Mobilization and Community Mobilization was proposed on the basis of the theoretical linkages of prior studies. This was developed into research instruments namely; Community Assets Survey (CAS), Individual Mobilization Survey (IMS), and Community Mobilization Survey (CMS) and correlated as follows; CAS vs CMS, CAS vs IMS, CAS vs ICMS. Where CAS represented components of the larger construct variable – Community assets and its building blocks, while IMS and CMS components of community mobilization. Using the model tool (Jakes et al 2002), the concept was empirically tested by administering questionnaires to 146 gatekeepers randomly sampled from communities in Kisumu West District. A response rate of 72% was achieved well above the 70% rate considered sufficient. The variables were used for stratification of the respondents to determine if they are factors in the correlation between the major constructs. Reliability and validity of measures were tested using the factor analysis and results analyzed to determine relationships. Spearman's rho was employed to determine the relationship between asset endowment and stakeholder mobilization. The results indicate that asset endowment has a direct impact on stakeholder mobilization for CDD. Major determinants assets of community mobilization were revealed to be human capital, motivation, self-efficacy, social assets, physical assets, economic assets and perceived local support. These findings are significant to community development experts, project planners and managers in enabling prediction of participatory trends and advance the development of a theory regarding the CDD.

Keywords: Key Words: Community Driven Development; Assets Endowment; Stakeholder Mobilization

1. Introduction

Background to the Study

Community development - a planned effort to build assets that increase the capacity of residents to improve their quality of life (Haines and Green, 2011) has various theories, approaches and methodologies such as participatory approach and community-driven development (CDD) approach. A central element of community development is the participation and development of the members of a community and its resources hence the calls for capacity building and empowerment (Achatz, 2011). The term "Community-Driven Development" CDD describes projects that enhance a community's control over the development process (Dasgupta and Beard, 2007). It is a variant of Community-based development (CBD) and a fast growing mechanism for channeling development assistance (Mansuri et al., 2004).While CBD is an umbrella term for projects that actively include beneficiaries in their design and management, CDD refers to community-based development projects in which communities have direct control over key project decisions, including management of investment resources (Mansuri et al., 2004). CDD is viewed as a mechanism for enhancing sustainability, improving efficiency and effectiveness, allowing scaling of poverty reduction efforts, making development more inclusive, empowering

poor people, building social capital, strengthening governance, and complementing market and public sector activities (Dongier et al., 2003). CDD combines the principles of popular participation and demand-driven finance, seeking to place the control of decisions and resources with the beneficiaries. Consequently, a CDD project is successful when it stimulates resource transfer and more development-oriented and inclusive community organization. This reasoning insinuates that ideas about 'community', 'social capital' and 'empowerment' are central in any CDD approach (Strand et al., 2003). It can therefore be argued that community mobilization is the foundation upon which CDD is built. Central to the CDD theory is the triumvirate essential of "community mobilization, Assets and distribution". Central to this triumvirate essential of community development is assets. An asset is defined as the "gifts, skills and capacities" of "individuals, associations and institutions" within a community (Haines and Green, 2011). It is a special kind of resource that an individual, organization, or entire community can use to reduce or prevent poverty and injustice. It is a "stock" that can be drawn upon, built upon, or developed, as well as shared or transferred across generations (Haines and Green, 2011). Consequently, it is this concept of triumvirate essential of community mobilization, assets and distribution that CDD seeks to address.

While it is evident that community development and mobilization go hand in hand, different aspects of the community development and mobilization process must be understood to facilitate successful CDD. On this, scholars advance several theories, one being the question of community assets as the building block of community change (Jakes and Shannon, 2002). In this theory, "As we break down the community mobilization and change processes, many necessary components to creating change become apparent. In particular, changes in individual empowerment and general human capital need to be paired with adequate community infrastructure and financial resources (or improvement efforts in these areas) to provide people with the power, resources, and motivation that are needed to effectively create community change." (Jakes and Shannon, 2002). Previous studies reveal that recruiting stakeholders in a CDD initiative is an experience full of challenges as it is often guided by existing local power structures, leading to people being selected who were not necessarily the most adequate persons to perform the tasks (Bonell, 2005). The greatest challenge is is the failure to successfully recruit and retain stakeholders throughout the project life span as in some cases a selection procedure directed by the facilitating organization and based on competence rather than position in the community might generate fierce opposition to the intervention from community elites(Bonell, 2005).

The benefits and capacity of CDD has been extolled as indubitably rewarding as it is one of the increasingly popular anti-poverty instruments to emerge in recent years priding itself for embracing the virtues of community participation. In recent review of this new anti-poverty instrument, community participation is singled out as a major factor explaining 'success'(Dulani, 2003). The question is what motivates people to participate in CDD interventions given the triumvirate essential of "community mobilization, Assets and distribution"? Knowing this is critical for the success of CDD initiatives in terms of systems effectiveness and efficiency given that the selection procedure of stakeholders often proves central to their performance.

While majority concur that mobilization of stakeholders and their retention is critical to the success of CDD initiatives, a plethora of theories abound on the determinants of successful mobilization and retention of stakeholders in development initiatives. Among these is the theory of change and its building blocks (Jakes and Shannon, 2002).

Central to the theory of change and its building blocks is the insinuation that endowment of community assets is the most critical aspect of community change and eventual development. While evidence of research exists on assets as a determinant of change, little evidence exists on the role of assets endowment on successful stakeholder mobilization and retention in CDD. This is yet to be dealt with systematically in the research models that have explored its antecedents and consequences.

Consequently, this study sought to examine the relationship of assets endowment and stakeholder mobilization and retention for CDD initiatives by identifying levels of specific building blocks of community change among the community "gatekeepers" in Kisumu west district and establishing a correlation between the measures of assets endowment and the measures of successful mobilization and retentions in CDD. This study did not seek to scrutinize every linkage of the possible antecedents and consequences of CDD, but to test the relationship of the community assets and its building blocks and the willingness of stakeholders to participate in CDD projects. Consequently it went a long way to identify assets endowment as a determinant of successful stakeholder mobilization and retention in CDD interventions.

Methods

Instead of an integrative model, the study developed and tested theoretical linkages between constructs by showing their statistical associations since testing an integrative model requires unbiased path coefficients between all variables that are both the causes of endogenous variable and are correlated with endogenous variables at the same time (James C. Anderson and Gerbing, 1988). In such a case, omitting key variables could have led to erroneous results. The survey design was chosen due to its suitably in determining existence and extent of a problem. (Frankfort-Nachmias Chava and Nachmias, 1996)

Study Population: This was a cross-sectional survey comprising of 105 stakeholders (community gatekeepers/representatives) drawn from Kisumu West District in Kenya. This is a mixed neighborhood on the shores of Lake Victoria comprising both fast growing and deteriorating community of approximately 144,907 mixed income earners of 68,814 males, 76,093 females in 32,992 households/ 359 Sq. km (Mars-Group). Several government and non-governmental development agencies intervene in this region through various community based programmes. The selection of Kisumu West District was due to its socio-economic status, geographical expediency and a site for many CBD initiatives. A database of the gatekeepers in the community per sub-location- the lowest administrative unit was built with the help of the regional NGO network and respondents interviewed at random. A research model comprising nine construct variables representing building blocks of community change and mobilization (human capital, social assets, physical assets, economic assets, self-efficacy, motivation, perceived local support, community participation and individual participation) adopted from "The Community Change Survey." - a group of five surveys designed to measure different aspects of the community development and mobilization process (Jakes and Shannon, 2002) was employed. The survey was administered to each of the respondents and an average score of each multiple-item construct utilized in the statistical analysis by factor analysis using SPSS.

Sampling Design: An enumeration of the study area comprising 24 administrative units (sub-locations) was undertaken at the grassroots to ensure a comprehensive stakeholder identification and engagement. Using the formula by Yamane (Yamane, 1967), a sample of 146 from 562 potential respondents was calculated at a 95% confidence level and P = 0.5 .

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{563}{1 + 563(.07)^2} = 146 \text{ Gatekeepers}$$

Where n is the sample size, N is the population size, and *e* the level of precision.

A randomization based on the 24 administrative units was done giving rise to 6 respondents per unit who were randomly targeted for interview. This approach enabled the research to minimize any element of chance left, obtain highest level of accuracy (Kothari, 2004) and ensure equal opportunity for each stakeholder to participate in the study.

Data Instrumentations: In line with the original tool - "The Community Assets Survey" developed by Jakes et al. (2002), comprising several subscales developed from the building blocks of CDD namely; Community Assets, Community Change, Individual Mobilization and Community Mobilization, the adopted version had the response categories follow the Likert response format (Gadermann et al., 2012). The adopted corresponding surveys - Community Assets Survey (CAS), Individual Mobilization Survey (IMS), and Community Mobilization Survey (CMS) were developed into a questionnaire for this study. The Stakeholders were asked to respond to each question item on the Likert scales and the average score from the response of each multiple-item construct utilized in statistical analysis. Specific questions were administered on a reverse score basis to prevent the participants from determining the intent of the survey (Pfohl, 2007) and choice of measures based on validity and reliability as per previous observations (Shelby D. Hunt et al., 1985 , John L. Pierce et al., 1979). A response rate of 105 out of intended 146 respondents was realized resulting in a response rate of 72% well above the threshold of 70% (Babbie, 1995).

Testing the relationships: A combined set of two variables namely, individual and community mobilization surveys were used as control variables (Jakes and Shannon, 2002) in a questionnaire comprising a total of 49 questions utilized in the measurement of the variables. All question items were scored from 1 to 5 indicating the lowest to highest value in a likert format. Reverse scored items were "blinded" until the analysis stage. Statistical analysis was quantitative comprising verification and organization of the primary data generated by the questionnaires, reliability and validity of measures tests using the reliability coefficients and factor analysis and reporting in relation to the satisfactory standard of 0.6 (Nunnally, 1978). Data was coded in SPSS then exported to STATA for factor analysis. The relationship between willingness to participate in CDD and endure in that participation till the goals are achieved and the asset endowment was analyzed by Spearman's rho and factor analysis. All results where $P \leq 0.05$ were considered statistically significant.

RESULTS

General Characteristics of the Study Population: A total of 105 respondents were included in the study 50 male and 55 female representing 48% and 52% of the population respectively.

Community Assets vs Community Mobilization (CAS vs CMS & IMS)

A Spearman's rho correlation analysis test was run between the results of community assets survey and the results of mobilization survey for the same respondents. The tests returned results of a positive correlation significant at the <0.01 level (2-tailed) – CAS vs IMS at 0.854** while CAS vs CMS at 0.720. (Table 1)

The means of dimension of the subscales were then plotted to show the trends in the relationship between the variables. Evident is the consistency in the trends of the two graphs. When one variable increases the other also increases and vice versa. The ability of Community to mobilize herself and participate in CDD is determined by the rate of asset endowment at her disposal. The higher the rate asset endowment, the higher the rate of mobilization Figure 1 . A scatter gram classifying results by gender showed the same trend- Figure 2.

A further test on effect of asset endowment on mobilization was done by testing the correlation between the results of community assets survey and the results of a combined survey pitting both individual and community mobilization surveys (ICMS). Spearman's rho correlation analysis between community assets and mobilization for the same community is significant at the <0.01 level (2-tailed) – CAS vs ICMS at 0.955** - Table 3 Consequently revealing a significant correlation between CAS and ICMS.

Similarly, a similar trend is revealed when the means of the dimensions are plotted on a graph, the higher the rate asset endowment, the higher the rate of mobilization. and likelihood of participating in CDD and enduring into it (Figure 3, Figure 4).

Strength of the relationship between the measures of community Assets and the measures of successful mobilization and retentions in CDD

In order to establish the strength of relationship between all the measures of community change and all the measures of successful mobilization and retentions in CDD, the survey results from all nine dimensions of the community assets and mobilization surveys were analyzed and correlations isolated. The Data summaries of the dimensions (*Human Capital, Social Assets, Physical Assets, Economic Assets, Self-efficacy, Motivation, Perceived Local Support, and Participation (Community) and Participation (Individual)*) were exported to STATA after coding in SPSS where the initial factors analysis was done. A correlation table was then obtained but it was conditioned to put a star on the statistically significant correlations for easier identification at 95% confidence level. This was also to help in identifying the strength of this correlation from the magnitude of the value and its sign (-or +) tells the direction of the relationship. Correlation ranges from -1 to +1. The existence of a correlation suggests a relationship between the correlated factors. The results are presented in Table 4.

Elements of Assets Endowment Key to successful mobilization and retentions in CDD

A correlation existed between the following measures of assets-endowment and the measures of successful mobilization and retentions in CDD. Regression analysis revealed approximately 80% (r = 0.82) of variance in asset endowment (CAS) and mobilization (ICMS) with determinants being human capital (p=0.035), motivation (p=0.008), self-efficacy (p=0.033), social assets (p=0.0295), physical assets (*p*=0.0344) and perceived local

support (p=0.020). Their presence are consequently a key to successful mobilization and retention in CDD since their presence elicits high levels of tendency to participate in CDD and hence a significant influence on stakeholder mobilization and retention in CDD.In sum, this study has confirmed an empirical relationship between the seven dimensions of assets endowment and the outcome variable. These are; Human Capital, Social Assets, Physical Assets, Economic Assets, Self-efficacy, Motivation and Perceived Local Support. Economic Assets was not found to have any significant association with stakeholder mobilization.

DISCUSSION

The survey results demonstrated a significant relationship between asset endowment and sustainable mobilization and participation in CDD initiatives, a position whose basis of support can be implied from previous studies in adjacent topical areas. Studies in Pakistan and India on the role of human capital in economic growth, (Qaisar, 2000), showed investment in human capital to be a major source of economic growth and pointed the evidence of this close link between investments in human capital and economic growth. His reasoning is that human capital embodies knowledge and skills, and economic development on the other hand depends on advances in technological and scientific knowledge, development presumably depends on the accumulation of human capital (Qaisar, 2000). This insinuation mirrors Eve Parts 1994 who refers to social capital as the creation of human capital (Parts, 2003), an idea reinforced by the significance of Human capital asset as the productive potential of individual knowledge and actions involving individual characteristics such as intelligence, visions, skills, self-esteem, creativity, motivation, ethics, and emotional maturity (Parts, 2003) and a determinant of physical assets (Qaisar, 2000). Consequently Human capital plays a significant role in both individual and community mobilization. Capacity building in various areas of development and management would guarantee alongside other factors participation and sustainability in CDD. The survey results singles out human capital as a significant factor in community mobilization for CDD. As such given the importance of stakeholder identification, management and engagement which are recognized as key project management skills, (Walker et al., 2008) stakeholder profiling should by design have human assets endowment as a critical component for planning successful CDDs.

The relationship between physical assets, social assets and human capital can be explained side by side given the chain and bond that binds them. While human capital is critical, community development does not merely deal with renewable resources (human and social capital) but recognizes the interrelation between them with other capitals (Achatz, 2011). That physical capital is significant in mobilizing communities for development initiatives such as CDD is supported by other studies hence the belief that those who are endowed with physical assets seem to have a higher tendency to participate in CDD. Physical capital refers to endowment such as buildings, possessions, infrastructure and related investments with the ability of generating returns or profit to individual owner and other community residents as well (Gary Paul Green and Haines, 2000). Physical assets influence individuals as it brings in a sense of presence and belonging due to its unique aspect of immobility. They are costly endeavors which endures over a long time and is rooted in place (Gary Paul Green and Haines, 2000). On the other hand, social assets refers to social relationships, networks, trust and norms shaping the quality and quantity of a society's interactions (World-Bank, 2006) and the productive potential resulting from strong relationships, goodwill, trust, and corporative effort. Its the foundation to the creation of human capital (Parts, 2003). This consequently underpins the significance of social capital to community mobilization and participation in CDD. With the dimensions such as shared visions, goals, trust, mutual respect, friendships, empowerment, teamwork, win-win negotiations, and volunteering (Gary Paul Green and Haines, 2000), it follows that the quality of local physical capital and human capital within the context of community development is intricately linked to social capital hence CDD. This is because, social capital is vital in tapping individual human capital which in turns taps the physical capital for the good of the CDD via knowledge sharing and networking. Social capital is the fabric that binds the community together. The stronger the social fabric that binds a community, the higher the inclination to join together and participate in CDD. Hence the presence of social assets elicits high levels of tendency to participate in CDD.

The second group of determinants of stakeholder mobilization and endurance in CDD comprises the tripartite combination of *Self-Efficacy, Motivation and Perceived local support.* This is a triumvirate of our perception of self ability and of the other. Perceived self-efficacy refers to people's beliefs about their capabilities to produce designated levels of performance and influence over events that affect their lives. Such beliefs determine how people feel, think, motivate themselves and behave (Bandura, 1994). This is closely related to motivation - having the encouragement to do something. A motivated person seeks to overreach himself by reaching for a long-term goal or a more short-term goal (Lonergan, 1957). Given that one can only seek to over-reach self for the better (change), motivation as a concept is so central to the very development and prosperity of humans

hence CDD. These findings are in line with the insinuations of Albert Bandura that strong sense of efficacy enhances human accomplishment and personal well-being. That individuals with high self-efficacy are more likely to make efforts to complete a task, and to persist longer in those efforts (Bandura, 1977). Like the three legs of African stool, the importance of these two aspects cannot stand without the third component namely the perceived local support. Perception is a critical ingredient in the epistemological process (Lonergan, 1957). It is the route by which one becomes aware of the environment as it grants an individual a chance making sense of the world around (Lane, 2005). Cognitively and practically, one's perception determines how one acts or reacts to various activities in the environment (Bandura, 1977). This points to the reason as to why perceived local support is a key determinant for mobilization for CDD.

Conclusions

Stakeholder identification, management and engagement are recognized as critical project management skills and determinants of project success (Walker et al., 2008). Defined as anyone involved in or directly impacted either positively or negatively as a result of the project, a stakeholder is a core component of project management (Kerzner and Saladis, 2009). Consequently stakeholder analysis and profiling forms the foundation of feasibility study – an equally critical component of project planning and management. Stakeholder analysis provides information on key stakeholders to help manage relationship with them (Schwalbe, 2006). The relationship between project management and CDD is hinged on their goal. Both seek to achieve change or development. A project like any CDD initiative is considered successful when it meets or surpassed the expectations and often competing demands of the stakeholders (Stackpole, 2010). Consequently, genuine involvement and participation of stakeholders in every aspect of the project throughout its lifespan is critical for project sustainability (Chambers, 2002).

The goal of this study was to investigate the determinants of stakeholder mobilization and retaintion for CDD initiatives. The study confirmed empirical relationship between the dimensions of assets endowment and the outcome variable: stakeholder mobilization and retention in CDD initiatives with the constructs demonstrating acceptable internal consistency. Consequently, it follows that, assets endowment is a critical factor in community mobilization and a critical determinant of successful CDD initiatives. The results of this study calls for a more simple but detailed way of stakeholder analysis, profiling and determining stakeholder engagement and management in project management and CDD approaches. Stakeholder profiling and management should incorporate endowment profiling as a key to determining terms of engagement and handling of stakeholder to manage their expectations throughout the project lifespan. The main components of the profiling tool should be the major determinants assets of community mobilization viz human capital, motivation, self-efficacy, social assets, physical assets, economic assets and perceived local support. Such a tool like the findings of this study will be significant to community development experts, project planners and managers in enabling prediction of participatory trends in development initiatives and advance the development of a theory regarding the stakeholder management for project planning and management. Development of such a tool would complement the limitations that this study carries with it and which are worth noting. Being a cross-sectional inquiry, the outcomes could typically be relevant to the time during the study hence calls for additional support in form of a longitudinal research assessing the standard measures for stakeholder management in for project management.

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Tables and Figures

Table 2 - Correlation Community Assets Vs Community Mobilization

	Spearman's rho	CAS	IMS	CMS
CAS	Correlation Coefficient Sig. (2-tailed)	1.00	**0.854(**)**	**0.720(**)**
	N	105	105	105
IMS	Corrélation Coefficient Sig. (2-tailed)	**0.854(**)**	1	**0.470(**)**
	N	105	105	105
CMS	Corrélation Coefficient Sig. (2-tailed)	**0.720(**)**	**0.470(**)**	1
	N	105	105	105
Note: ** Correlation is significant at the 0.01 level (2-tailed).				

Table 3: Correlation: Community Assets vs Individual & Community Mobilization

	Spearman's rho	CAS	ICMS
CAS	Correlation Coefficient Sig. (2-tailed)	1	**0.955(**)**
	N	105	105
ICMS	Correlation Coefficient Sig. (2-tailed)	**0.955(**)**	1
	N	105	105
Note: ** Correlation is significant at the 0.01 level (2-tailed).			

Table 4: Correlation between the measures of community change and measures of successful mobilization and retentions in CDD

|	HCSS	SASS	PASS	SEfSS	MSS	PLSSS
EASS	-0.2526 0.0093	0.0815 0.4083	**0.4058** 0.0000**			
SASS	**0.8500** 0.0000	**-0.4186** 0.0000**	-0.2757 0.0044	1.0000		
MSS	0.6354 0.0000	**-0.4488** 0.0000**	-0.2042 0.0367	**0.6828** 0.0000**	1.0000	
PLSSS	0.1036 0.2927	-0.0428 0.6649	**-0.1444** 0.1416**	0.0475 0.6307	0.3161 0.0010	1.0000
CMS	0.3053 0.0015	**-0.7871** 0.0000**	0.0633 0.5214	**0.3902** 0.0000**	**0.4688** 0.0010**	**0.3051** 0.0016**
IMS	**0.6828** 0.0000**	**-0.4601** 0.0000**	0.1083 0.2736	**0.6827** 0.0000**	**0.7816** 0.0000**	**0.9344** 0.0200**
Note: ** Correlation is significant at the 0.01 level (2-tailed).						
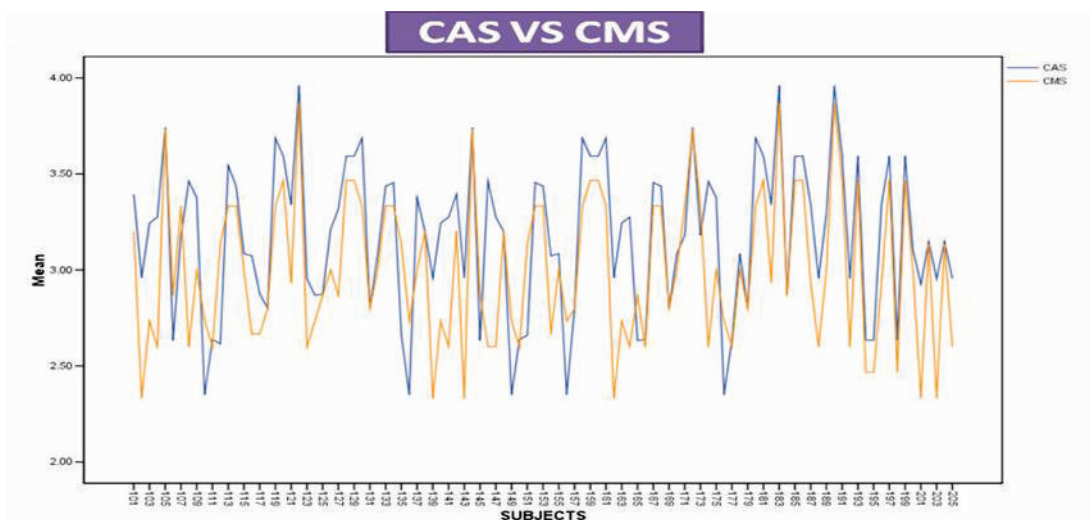
Figure 1 Correlation CAS vs CMS
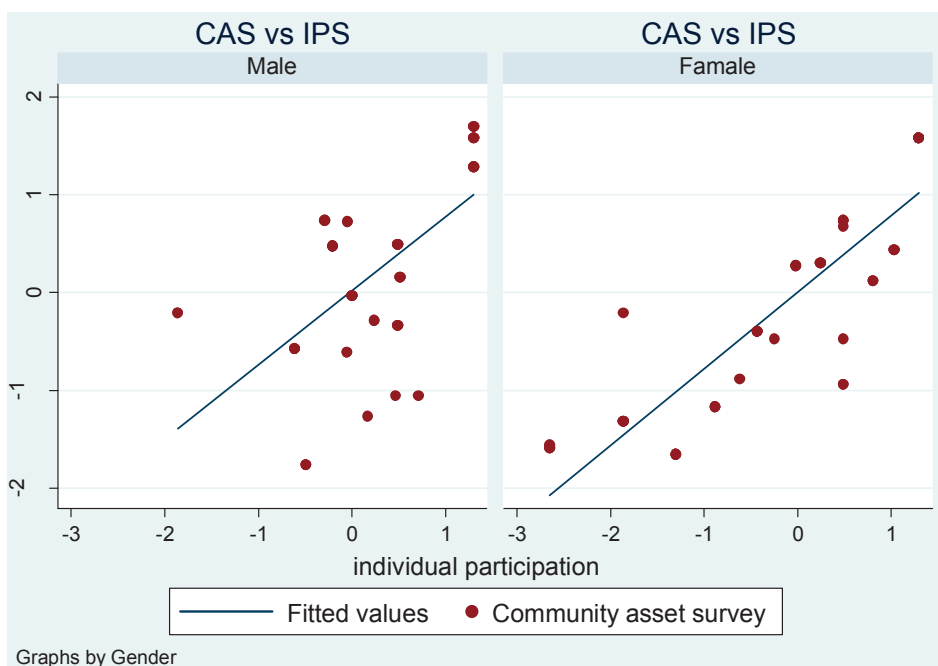
Figure 2. Assets Endowment vs Mobilization (by Gender)
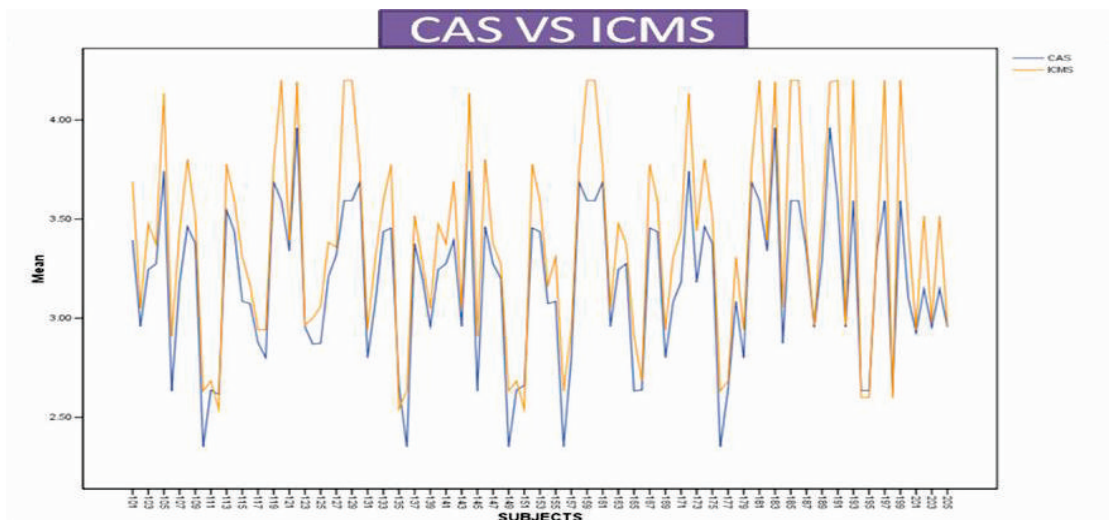
www.iiste.org
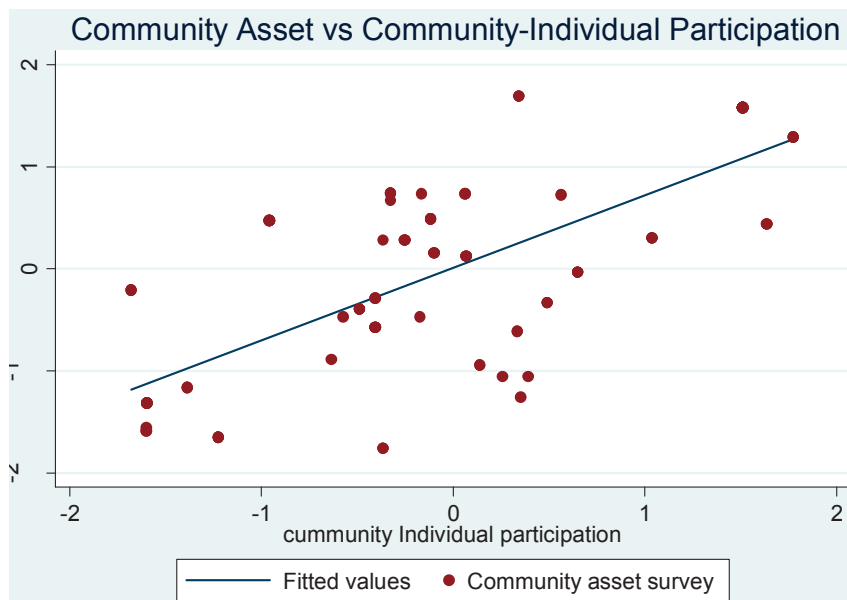

Figure 3: Correlation CAS vs ICMS

Figure 4. Correlation CAS vs ICMS

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