DETERMINANTS OF EFFECTIVE PARTNERSHIPS AMONG NGOS IN UGANDA:

A CASE STUDY OF WORLD VISION UGANDA

BY

ESTHER KISEMBO

REG. NO: 09/MMSPPM/19/046

A DISSERTATION SUBMITTED TO THE DEPARTMENT OF HIGHER DEGREES

OF UGANDA MANAGEMENT INSTITUTE IN PARTIAL FULFILLMENT OF THE

REQUIREMENT FOR THE AWARD OF

THE DEGREE OF MASTERS OF MANAGEMENT STUDIES

(PROJECT PLANNING AND MANAGEMENT)

JANUARY, 2014

DECLARATION

I, ESTHER KISEMBO, do declare that this piece of work herein is original, both in substance and in style unless otherwise acknowledged, and has never been presented to any other University or Institution for any form of academic award.

Sign………………

ESTHER KISEMBO

Date……………..

APPROVAL

This work has been submitted for examination with my approval as a supervisor.

MR. NAMANYA MUTIBA ANACLET

Sign_____

Uganda Management Institute Supervisor

Date_____

GODFREY TUMWESIGYE

Sign_____

Date_____

DEDICATION

This research is dedicated to my dear husband Mr. Bwire Joseph, the love of my life and my greatest source of inspiration.

To my parents for their great financial contribution, love and support rendered to me throughout my academic life. I will live to remember you by.

May the Almighty God Bless you all abundantly.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ADP	Area Development Programme
ASOs	AIDS Service Organizations
AU	African Union
CBC	Commonwealth Business Council
COMESA	Common Market of East and Southern Africa
CSOs	Civil Society Organizations
EAC	East African Community
EAEN	East African Environmental Network
EFC	European Foundation Center
EPA	Economic Partnership Agreement
FBOs	Faith Based Organisations
HIV	Human Immunodeficiency Virus
ICC	International Chamber of Commerce (2004).
INGO	International Non Governmental Organization
MDGs	Millennium Development Goals
MERC	Managers Electronic Resource Centre
UN	United Nations
UNASO	Uganda Network of AIDS Service Organisations
NEPAD	The New Partnership for Development Service
NGOs	Non Governmental Organizations
UNOP	United Nations Office for Partnership

NPS	National Strategic Plan
SADC	South African Development Community
US	United States
VDC	Village Development Committee
WVI	World Vision International
WVU	World Vision Uganda

ABSTRACT

This thesis "Determinants of Effective Partnerships among NGOs" was carried in WVU with specific aims of; examining how institutional capacity determines effective partnerships; finding out the extent to which communication and information exchange determine effective partnerships; analyzing how having a common goal amongst partners can lead to effective partnerships and; establishing the impact of commitment on effective partnership. To comprehend the study a review of related literature was carried out on already existing information on the specific aims of this paper to enrich and supplement the study findings. The study relied on both qualitative and quantitative designs under which questionnaire and interview guide were employed as research instruments. These were administered to sample of 61 respondents who were purposively selected to provide information whose validity and reliability was tested to control the quality of the results. The study established that the various factors investigated; institutional capacity, communication and information exchange, having a common goal and commitment, all interplay and contribute to partnership effectiveness. The study concludes that, institutional capacity, communication and information exchange, common goal and commitment of partners have a positive and significant impact on the effectiveness of a partnership, though none of these factors works in isolation to determine an effective partnership. The study recommends; partners to be accountable to each other; access to timely and accurate information; open and ongoing communication; shaping mission and vision and making them open to external scrutiny, improved advocacy as well as cooperation.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study analyzed the determinants of effective partnerships between World Vision Uganda and its partnering community based institutions, government and member NGOs. The research focused on how institutional capacity, communication and information exchange, working towards a common goal and commitment as independent variables lead to effective partnerships in terms of increased number of partners, sharing of responsibilities and joint implementation of Area Development Programmes (ADPs). Chapter one gives a detailed structure of the background to the problem, statement of the problem, purpose of the study, objectives, research questions, scope of the study, significance of the study and a conceptual framework of the study.

1.2 Background of the Study

Today's rule of thumb in international development is that everybody wants to partner with everybody on everything (Fowler, 2000). Partnership, he urges, increases efficiency and helps in building Civil Society (Fowler, 1998).The worlds' global economy is moving towards partnerships as per the eighth MDG goal and partnering is increasingly being acknowledged as effective in INGO work. The logic of partnership is plain, all organisations have strengths, but not all the strengths required to do everything.

Partnerships according to Blagescu (2004), are therefore, not an end in themselves however much genuine they may be, but are practiced and promoted to strengthen the capacity of partners

as well as ensure relevance of results to target groups and sustainability in the long term, thus partners need to share common goals, values and expectations for capacity building. This is why Horton et al, (2003), attributed the success of a partnership to largely depend on the extent at which ownership, communication, power and commitment are shared by the partners. The higher the level of interdependence in a relationship the better the implications for performance, for example, Mohr and Spekman (1994) suggest that the essence of successful partnerships is the extent of interdependence between the partners. A dependence advantage will manifest exploitative tendencies, where possession of more power encourages action to gain a disproportionate share of resources from a less powerful partner. Blagescu (2004) realized the need of partners to; share information in an open and timely fashion, respect the communication culture, resources and perspectives of their partners for effectiveness.

At its most basic level, a partnership means that parties have agreed to work together and each party has a clear role and say in the programme implementation, thus a need to understand roles and responsibilities of each partner right from the beginning. Traditionally, partnerships took place along the lines of principal-agent relationship (donor-recipient), where principal held authority and the latter was simply a receiver of support, the rigidity of which donor partners could only be addressed through commitment and willingness to revise existing organizational procedures and practices. However in the recent years as observed by Horton et al. (2000), there has been a shift towards a more collaborative, mutually beneficial type of partnership, where parties join resources to achieve common benefits in equity. Equity in this case, should be characteristic of mutual accountability and recognition of different objectives of each party in bringing the different capacities to partner. This, according to Blagescu (2004), highlights the

need for mutual respect of mission and values, as well as agreement on the terms of the relationship.

Partnerships have guidelines and policies which cover ethical, substantive and procedural aspects where ethics play an important role in the partnership in enhancing the degree to which ownership, power and commitment are respected and shared among partners (Horton et al, 2003). Ethical issues are critical because their neglect can stand in the way of the substantive and procedural dimensions. Within the ethical aspect, the desired principles to bind individual and organizational interaction are; trust - which is built over time by involvement in shared activities, mutual respect, reciprocity of understanding, shared objectives, institutional capacity and continuous communication (Brinkerhoff, 2004).

In reference to ICC (2004) it is argued that there is a common agreement that the determinants of an effective partnership include; a strong rationale and evidence base for the partnership through communication and information exchange; an inclusive consultation process which exhibits commitment of partners to attaining a desired goal; and a realistic assessment of the tools and funding required to enhance institutional capacity. Understanding, purpose and role are an important means of overcoming cultural differences between partners from different sectors (public and private). It fosters a strong and shared vision for the partnership itself, one in which partners feel equal in terms of commitment and how they are valued, and clear about their roles and accountabilities.

One study suggested the acronym SMART – Specific, Measurable, Achievable, Realistic and Time-Bound as a summary of the key goals of an effective partnership (MERC, 2004). Partnerships that exhibit these determinants are shown to have a simple and compelling goal, and

a clearly defined, and focused, scope and priorities (Elmuti and Kathawala, 2001). Such partnerships also have knowledge to provide a medium to long-term strategic plan, and thus are in a position to conduct a feasibility analysis (Dowling et al. 2004). Still to mention, such partners have a clear understanding of what 'effectiveness' means, and what benchmarks must be achieved for a partnership to be effective (Menter, 2003).

Whilst Lorange et al (1999) maintain that, the foundation of a successful strategic alliance is laid during the internal formation process. According to them, selecting appropriate partners results in a solid foundation; a prerequisite for an effective partnership. Partnership is to identify, involve and work cooperatively with a network of strategic partners to achieve efficiencies, build on and complement initiatives and integrate planning (Walker, 1999).

An effective partnership must have committed senior management, a strong middle management team, and an adequately skilled general staff (human resourcefulness). One study noted that for an effective partnership everyone must be sold on the idea (Elmuti and Kathawala, 2001). A partnership that gives due attention to its staff and management structure will have senior champions in place that can take the partnership forward actively and enthusiastically (Dowling et al. 2004).Yet Menter (2003) focuses on capital resources, an effective partnership must have sufficient funds, staff, materials and time upon whose presence, the partners agree on a shared governance structure that defines their roles and responsibilities. This provides transparency, and helps to overcome fears that partners are pursuing hidden agendas. Thus being a clear process, it allows partners to anticipate likely conflicts.

Communication is vital for partnerships because it is a key determinant of trust. Elmuti and Kathawala (2001) argue that: Without effective communication between partners, the alliance will inevitably dissolve as a result of doubt and mistrust". On top of this communication enhances community buy-in through conducting stakeholder analysis. This according to, ICC (2004), encourages investment in staff training, and long term planning for the evolution of the partnership. The result of these determinants is a trusting staff with transferable skills and ability to capacity-build. Communication also allows for feedback, a key determinant of an effective partnership which is an active linking and integration of the partnership to national or local programs. This fosters employee and community participation, cross-sectoral collaboration, diverse activities initiation, policy changes, policy development, and mobilization of local resources. Partners communicate to reduce duplication or conflicting demands and to mobilize additional support through dissemination of research data, knowledge, and information to support evidence-based practice which may at times necessitate overlap (Brinkerhoff (2004).

Dowling et al. (2004) tender that, partnerships with appropriate institutional capacities are able to provide potential future partners with attractive incentives to join by displaying a favorable financial climate. Such partnerships are able to deliver legal structures necessary to operate in a complex legal environment and careful legal due diligence is an absolute requirement. In addition institutional capacities enhance effectiveness because such partnerships will have dispute resolution procedure and arbitration mechanism firmly in place (ICC, 2004). On the other hand, NGOs can't work without money, which means they need to follow donors interests (ChildHope, 2002). Staffs need to be recognized as primary and valuable resources in a partnership, and therefore integral to the achievement of organizational goals and objectives.

Thus should be committed to equal opportunities with fair, open and participative recruitment, management and development. With an uneven capacity of partners distortions may arise, but can be minimized if the resourceful partner acknowledges and values the capacity and skills that the other partner brings to the relationship (Brinkerhoff, 2004).

Worldwide, organizations are seeking to partner to foster sustainable programmes. The UN system body, just like any other organisations, is working in partnership with its agencies and other International Organizations and the United Nations Office for Partnerships (UNOP) formed to serve as a gateway for collaboration between the private sector, foundations, and the United Nations family. The successes realized by UNOP in its partnership strategy have been achieved through commitment of partners to work together in realisation of goals, open communication and free exchange of information and a common goal to achieve by 2020. (www.unop.org, 2010). Similarly, Mackay et al, (2002) envisage that, to perform well, partnering and networking organizations require a well built institutional capacity, proper communication, must have a common goal to achieve and ought to be committed.

In Africa there are various forms of partnerships. The Organization of African Union comprises of 53 member countries founded to; promote cooperation, unity and solidarity among the independent nations of Africa; coordinate and intensify cooperation for development; safeguard the sovereignty and territorial integrity of Member States and to promote international cooperation within the framework of the United Nations. The New partnership for Development (NEPAD) has acclaimed an important initiative, with a high potential to boost and direct development efforts of African countries while addressing critical challenges facing the

continent such as reducing poverty levels, underdevelopment and continued marginalization from the global economy and other continental and international agreed upon goals (Kabbaja, 2003).

Partnership at community level has taken root across sectors and among organisations, that is, Economical, Political, Social, Technological and Environmental. World Vision is an international Christian organization founded in 1950 and operating at grassroots levels. Inspired by Christian values, it is dedicated to working and partnering with the organizations bestowed to working with children, families and communities to overcome poverty and injustice of the world's most vulnerable people. World Vision has expanded its work throughout Asia, Latin America, Africa, the Middle East and Eastern Europe.

World Vision started working in Uganda in 1986, responding to the emergency needs of communities in the Luwero Triangle after the guerrilla war. In 1990, World Vision expanded its programmes in response to the country's then-soaring HIV and AIDS infection rate. The organization now operates in 37 of Uganda's 80 districts, with 46 child-focused and community-based Area Development Programmes (ADPs) as well as 65 short-term projects which as partners reach a population of nearly 10 million people. The organization has been able to help communities and families in Uganda to become less impoverished and more self-reliant.

Partnerships in WVU have played a central role and made a unique contribution towards the different Sectors in implementing the different activities to attain the child well-being outcomes. The Peace building, Christian Commitments, Health and HIV/AIDS Advocacy work have been

supported to integrate partnership activities. The staff capacity has enhanced to address issues related to partnerships and ensure meaningful engagement with partners. In a bid to emerge a core part of its strategy of supporting sustainability and community empowerment, World Vision has through its work, endeavored to reach the grassroots levels by partnering with other Local institutions. World Vision intends to take root into intensifying its partnership with the government in the area of service delivery. Due to the escalating need to partner, this research was expected to find out how institutional capacity, communication and information exchange, working towards a common goal and commitment affect partnership in the context of World Vision.

1.3 Statement of the Problem

Partnership approaches have been used to achieve effectiveness in the service delivery by various organisations. To achieve the broad objectives, World Vision Uganda adopted the Area Development Programme (ADP) approach among other approaches. The ADP framework allows participation of all key stakeholders in their partnership through local institutions, government and Private sector organisations. Whereas WVU changed its approach from direct implementation to working through and with partners/collaborators at strategic and operational levels, there has been little success in doing so given the fact that the level of engagement in partnership is not working well. The interaction of partners is viewed as a calling and not as an understanding of partnership and therefore the partnership being weak. This renders the mechanism of partnership impractical, and yet useful on the other hand, if well perceived by partners. Therefore, because of the little success in the partnership approach, there was an urgent need to enable or disenable the influence of institutional capacity, communication and

information exchange, working towards a common goal and commitment as determinants of effective partnerships.

1.4   Purpose of the Study

The purpose of the study was to find out the determinants of effective partnership among NGOs in Uganda, a case study of WVU.

1.5   Objectives of the Study

i.   To examine how Institutional Capacity determines effective partnerships**.**

ii.   To find out the extent to which communication and information exchange determines effective partnerships.

iii.   To analyze how having a common goal amongst partners can lead to effective partnership.

iv.   To establish the impact of commitment on effective partnership.

1.6   Research Questions

i.   How does Institutional Capacity determine effective partnerships?

ii.   To what extent does communication and information exchange determine effective partnership?

iii.   How does having a common goal amongst partners lead to effective partnership?

iv.   What is the impact of commitment on effective networking and partnerships?

1.7   Hypothesis of the Study

i.   Institutional Capacity determines effective partnerships.

ii.   Communication and information exchange to a great extent determine effective partnership.

iii.   Partners working towards a common goal significantly result into effective partnerships.

iv.   Commitment among partners significantly leads to effective partnership.

1.8   Significance of the Study

An understanding and documentation of the partnering organisations is necessary in identifying the key determinants of effective partnership and networking, which would provide policy makers, program managers with information to effectively plan future interventions.

World Vision and its partners are expected to benefit from improved understanding of the determinants of effective networking and partnerships in the service delivery.

The findings will act as a guide to the academic existing knowledge and literature in relation to this subject to narrow down the existing gaps and it is expected also to enrich the researcher's skills and knowledge.

1.9   Justification of the Study

Most organisations network and partner with each other as a way of improving efficiency. Despite the well documented partnerships in place in most organisations, its performance determinants still remains a challenge. Because WVU changed its approach from direct implementation to working through and with partners/collaborators at various levels, there has been little success in partnership and there is also no strategy to guide such efforts hence the need to carry out a study.

1.10   Scope of the Study

The research was limited to the determinants of effective partnership in the context of WVU's institutional capacity, communication and information exchange mechanisms, working towards a common goal and commitment amongst its member partners. The study was restricted to the period of 2006-2010 because of the enormous expansion of the membership and to provide sufficient data for the study.

Geographically, the research was conducted at WVU offices situated at Kisozi house, plot 15B, Nakasero Road and the study was based on the findings of central region where WVU is operational, that is, Mpigi, Nakasongola, Nakaseke and Mukono districts to represent the findings of all the partners of WVU.

1.11 Conceptual Framework

Conceptually, three sets of variables were important in understanding the functioning of networks and partnerships.

Figure 1: Conceptual framework of the determinants of effective networking and partnership.

Independent Variables (IV)
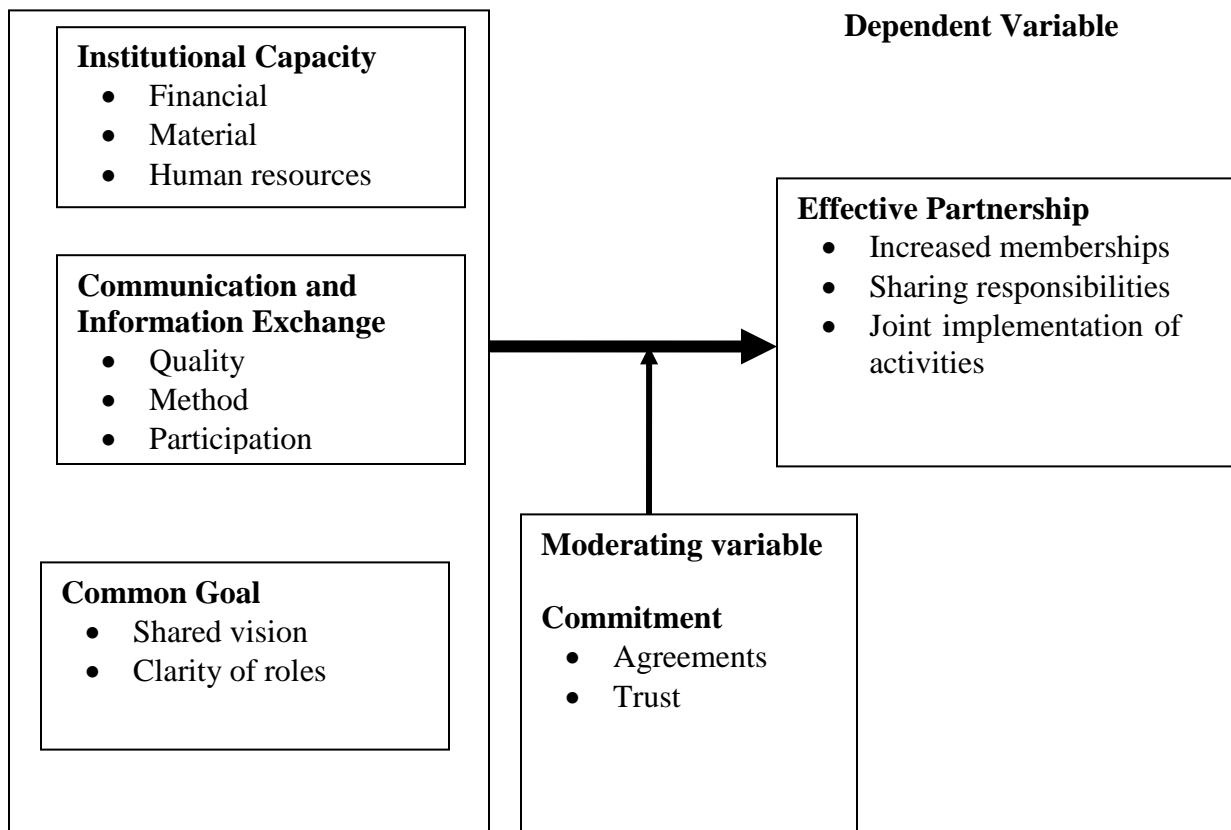
Sources: Jakki and Spekman (1994), Roz. Lasker, Elisa et al (1990)

1.11.1 Independent Variables

When partnering organisations work with each other to achieve effectiveness, the collaboration formed is a new organisation (Hall, 1997) at that level, though of a looser nature. The co-opted

organisations now become the members of this partnership. The study considers the determinants that influence effective partnerships among CSOs.

A strong institutional capacity of member organisations and respective members leads to partnership efficiency. The availability and steady flow of financial resources facilitate the planning and execution of partnership programmes and activities. On the other hand, inadequate and irregular flow of resources would frustrate the attainment of the organisation's objectives through delayed implementation of activities and poor service delivery.

1.11.2 Dependent Variable

In relation to the study, the dependent variables were viewed as the effects of institutional capacity, communication and information exchange, working towards a common goal and commitment. Hence the dependent variables related to the extent of achieving the goal of partnering and networking in terms of increased membership, sharing of responsibilities, and joint implementation of activities. Proper communication and information exchange sustain partnerships by leading to sharing of responsibilities and joint implementation of programmes this can be drawn through agreements and trust between partners.

It is perceived that, WVU as a lead partner is the initiator of NGO partnership. This partnership is a cooperative relationship between people or groups who agree to share responsibility for achieving some specific goal. And for effectiveness in attainment of goals, the partnership measures the extent to which a program or service is meeting its stated goals and objectives. The partnership also utilizes the available resources financial, material and human as inputs

mobilized by adequate and competent human resources through communication which is a process of information exchange at all levels of partnership, which communication is done through various means or methods. However, there are different factors which impact on effective networking and partnership of NGOs called the determinants. NGOs networking in this case, is the interaction between experts in different areas to promote the sharing of ideas and information between the partners. Thus WVU works in collaboration with other organisations for purposes of mutual benefits. Considering inter-organisational relationship, collaboration is a term, which depicts the closest relationships between partners (Golicic et al. 2003).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presented a discussion of available literature related to the subject of determinants of effective networking and partnership. Most of the work in the area of NGO partnership has its origins in the realms of practise, and less in the academic discipline. As a result, much of the writing on this subject was made to explore and review the relevant gaps in the available literature. The review was presented in the order of objectives and a number of the concepts were explained.

2.2 The Concept of Partnership

Partnership is an arrangement whereby two or more organisations join some of their resources to accomplish a specific task. Successful partnerships working is built on organisations moving together to address common goals, on developing in their staff the skills necessary to work in an entirely new way, across boundaries, in multi-disciplinary teams, and in a culture in which learning and good practice are shared, (U.K, Department of Health, 1999).

The above literature presents general definitions and concepts on partnership and does not point out the effectiveness in the partnerships. In this study, the partnership effectiveness was operationalised on what it is intended to achieve, that is, increased membership, sharing of responsibilities and joint implementation of programmes.

2.3   Institutional Capacity and Effective Partnerships

Institutional Capacity building is an ongoing process whereby a person, an organization, or a society expands its ability to achieve its purposes. Capacity building involves more than training. It is fundamentally a learn-by-doing process that occurs when an organization tackles new challenges (CARE, USA. 2001). The impetus and responsibility for change must come from within. Outsiders can only provide opportunities and catalyze ongoing processes. They cannot "give" capacity. Capacity must be sought. We can think of capacity building as a time-bound activity what I do to change myself or to change you, or as an ongoing process that predates the outsider's intervention and will continue after it ends. If capacity building is an activity, then it's like carpentry. The carpenter builds the house. The problem with this image is that when the carpenter does not come to work, the building stops. If we think of it as a process, a better image is a tree growing. We can nurture the tree by watering or fertilizing it, but we do not alter the fact that it will grow with or without us, and that it will follow the blueprint of its own DNA. The literature above is quite plain and general in relation to the study because it does not point out the element how institutional capacity can lead to effective partnership and networking.

2.3.1   Financial Resources in Determining Effective Partnership

Donors are interested in partnering and capacity building. They are dedicating resources. However, many donors still need to be educated about the merits of real partnership and the time and effort they require. Often donors are still seeking greater service delivery numbers without valuing or being willing to invest in the process required to help local partners reach a level where sustainable service delivery is possible (CARE, USA. 2001) Partnerships maximize and often increase resources. Research demonstrates that in most partnerships the combined

resources (both financial and human) are more than the two individual organizations would have alone (Smith and Wholstetter, 2004). Moreover, partnerships are often attractive to outside funders. Groups that work together are therefore more likely to receive outside funding. It is therefore a discipline for the organizations working in partnership to make promises to the donors to legally account for funds, deliver quality and quantity results on time and to build and maintain successful relationships with other organizations so that the other two promises are kept.

However, the study sought to examine how the financial resources concept affect the relationship between the lead partner and the grass-root members in the partnerships, yet the cited literature talks of the donor-recipient relationship. Therefore this study focused on how financial resources affect partnerships performance between WVU and the local institutions, NGOs in the partnership and the government of Uganda.

2.3.2   Material Resources in Determining Effective Partnership

For partnerships to be successful, appropriate infrastructure needs to be included (Jackson et al., 2005). For this reason, Wohlstetter et al. (2005) states that organizations often decide to partner not because they have some needs, but because they have complementary needs and assets. Fulo and instead (1990) agree that cooperation may be for purposes of sharing information, premises or some equipment that is successful to both parties but does not threaten either's competitive positions. Furthermore, steps to developing a good collaborative partnership include securing infrastructure for project implementation (Maurase, as cited in Jackson et al, 2005). For example, in the study carried out by Wohlstetter et al. (2005) they stated that some alliances were formed

because they offered the use of existing buildings which helped offset the costs of acquiring a facility.

The above literature revealed the need for complementary resources in partnership. However, it does not go into details of how they affect performance. In partnership under study, materials like office space, office equipment and resource centre are not shared by other partners. The question here was could it be some of these materials affect the partnership performance?

2.3.3   Human Resources in Determining Effective Partnership

To partner, there must be technical challenge to expand the expertise from delivering human development services to also become highly proficient at facilitating and supporting the efforts of others that are implementing programs and making decisions that contribute to achieving the objectives of the organization. Successful partnerships often create a new position or designate a person within to serve as a liaison or convener (Bridges and Husbands, 1996; Googins and Richlin, 2000; Lockwood, 1996; Nichols and Kayongo, 2003; Wood and Gray, 1991). While it does not have to be a new position or specifically designated person, this figure should take responsibility for monitoring the collaboration, maintaining communication, building positive group dynamics, resolving conflicts, ensuring that barriers are overcome, and creating facilitators for moving the partnership forward. Some research suggests that the convener needs to be a person who has legitimacy with both organizations and has the ability to influence and guide the partnership. Legitimate leaders are more able to persuade stakeholders to participate, remain responsive, and involved. Therefore partnering organizations are much more successful if they

can find an individual who has legitimacy, is seen as unbiased, understands the shared vision, provides motivation, and can induce involvement (Wood and Gray, 1991).

The above literature is more focused on the need for a convener than other staff involved in the partnership. In the study, much emphasis was laid on the importance of the required skills and knowledge of all staff participating in the partnership. In addition, these members have to be continually enhanced through training which the literature review does not point out. Much more, with the challenges in the partnership, the study sought to analyze how these human resources have contributed to effective networking and partnership.

2.4   Communication, Information Exchange and Effective Partnership

Partnerships are sustained through communication. Because communication processes underlie most aspects of organizational functioning, communication behavior is critical to organizational success (Kapp and Barnett, 1983; Mohr and Nevin, 1990; Snyder and Morris, 1984). In order to achieve the benefits of collaboration, effective communications between parties are essential (Cummings, 1984). Communication captures the utility of the information exchanged and its deemed to be a key indicant of the partnership's validity.

In above literature, general information on importance of communication was cited. However, this study will focus on the quality, methods and participatory communication and their effects on partnership performance.

2.4.1 Communication Quality and Effectiveness in Partnership

Communication quality is a key aspect of information transformation (Jablin et al., 1987). Quality includes such aspects as accuracy, timeliness, adequacy, and credibility of information exchanged (Draft and Lengel, 1986; Huber and Draft, 1987; Stohl and Redding, 1986). Across the range of potential partnerships, communication quality is a key factor of success. Timely, accurate and relevant information is essential if the goals of the partnership are to be achieved. MacNeil (1981) and others acknowledge the importance of honest and open lines of communication to the continued growth of close ties between trading partners.

The above literature has indicated the right aspects of communication quality, however, it does not go into the details of how communication quality leads to increased membership, sharing of responsibilities and joint implementation of programmes.The literature has not also cited on the quality of channels and methods of communication which the study will examine.

2.4.2 Methods of Communication and Effective Partnership

Mohr and Nevin (1990) state that the medium of communication refers to the method used to transmit information. According to Ivacevich et al (1994) a communication medium is a conduct through which data and meaning are conveyed. Methods of communication have been categorized as oral, written or non-verbal (Ivancevich et al.; Chandan (1997). Chandan adds information technology to the methods of communication. Ivancevich et al (1994) point out that media section is a critical aspect of effective communication. Furthermore, they state that media could be evaluated basin on its capacity for feedback, multiple uses, extent to which message can be personalized and a variety of languages that could be used. Chandan (1997) adds that the

choice of the method is independent on factors such as physical presence of the receiver of the message, nature of message and cost.

The literature presents the media of communication in several contexts. This study focused on the effectiveness of oral, written and technology methods of communication and their impact on performance of partnerships.

2.4.3 Participation and Effective Partnership

Participation refers to the extent to which partners engage in planning and goal setting. When actions of one partner influence the ability to effectively compete, the need for participation in specifying roles, responsibilities and expectations also increases. Anderson, Lodish and Weitz (1987) suggest input into decisions and goal formulations are important aspects of participation that help partnerships succeed. Driscoll (1978) also found that participation in decision in decision-making is associated with satisfaction. Joint planning allows mutual expectations to be established and cooperative efforts to be specified.

In line with the topic under study, participation was understood as whether there is a balance of power among partners, who is in the driving seat, who brings what to the table, who represents whom and is decision making participatory.

2.5 Common Goal amongst Partners and Effective Partnership

Partnerships are facilitated by creating clear expectations and goals. This is particularly important among collaborative efforts (Bridges and Husbands, 1996; Davis, 1996; Foster-Fishman, Berkowitz., Lounsbury, Jacobson, and Allen, 2001; Googins & Richlin, 2000;

Greenberg, 1992; Lockwood, 1996; Mattessich, and Murray-Close, 2001; Nichols and Kayongo, 2003; Whetten, 1981). Ultimately, leaders need to decide an approach for moving towards clear, mutually developed goals. Partnerships may not succeed unless the organizations jointly agree on the nature of and ways to solve the problem and create goals related to its resolution. Often groups assume that they have similar goals. However a community's specific problems and their solutions are often very different than what may be taken for granted, and the partnering organizations continue to believe that they see the situation similarly. Conducting a needs assessment is a way of getting beyond the assumptions of each group and making joint goals based on data. In addition, the partners need to be convinced that working together is the best way to meet their identified objectives. Partnership has been looked at in several contexts. This study, however, focuses on clarity of partnership goals and how they affect partnership performance.

2.5.1   Clarity of Roles and Effective Partnership

Organizations need to ensure that there are clear policies and that individuals understand their roles (Bridges and Husbands, 1996; Greenberg, 1992; Lockwood, 1996; Mattessich, and Murray-Close, 2001; Nichols and Kayongo, 2003; Wood and Gray, 1991). The more people are involved in the initial planning and goal setting, the more likely that individuals within the organization will be able to effectively enact their roles. It is not uncommon for collaborations to become derailed when leaders move on to take the next challenge, and staff remain unclear about their roles in the partnership. Because partnerships may create situations that are outside existing policy, they require an examination of policy to determine where new development is needed. Having policies in place also helps if there is turnover so that new staff understands their roles in

the partnership. While establishing clear policies may seem commonsensical, research on less successful partnerships demonstrates that many organizations forget to re-examine policy to establish clear guidelines to guide their work (Davis, 1996; Mattessich and Murray-Close, 2001).

Chanden (1997) notes that a role reflects a set of activities associated with a certain position in the organization. As such, he states that if these work activities are ill defined then the person who is carrying them out will not able to perform as others expect him/her to perform and as a result conflict will arise. In addition, Mullins (2002) notes that role conflicts arise from ambiguity. He states that role ambiguity arises when there is lack of clarity as to the precise requirements of the role and the person becomes unsure of what to do.

Although Authors present their views in the context of role conflict and ambiguity, they do not clearly bring out the fact that a lack of clarity as to the precise requirements of a role affects partnership performance. In this study, given that the obligations of each party are based on executing specific roles, it becomes important to establish whether such factors could determine effective partnership.

2.5.2   Shared Vision and Effective Partnership

A clear expectation of each other is just as important as clear goals. As a result of needs assessment and the development of mutual goals, a shared vision is typically created. However, several researchers suggest that after finishing a needs assessment and statement of goals, partnering organizations might draft a statement of expectations of each partner and a formal vision statement to guide the partnership. Both documents can be included in a memorandum of

23

understanding. While these practices are particularly important for collaborative initiatives, they have been shown to be beneficial to cooperative efforts (Davis, 1996; Googins and Richlin, 2000).

2.6 Commitment and Effective Partnership

Commitment refers to the willingness of partners to exert effort on behalf of the relationship (Porter et al, 1974). It suggests a future orientation in which partners attempt to build a relationship that can weather unanticipated problems. A high level of commitment provides the context in which parties can achieve individual and joint goals without raising the specter of opportunistic behavior. Because more committed partners will exert effort and balance short term problems with long-term goal achievement, higher levels commitment are expected to be associated with partnership success (Jakki and Spekman, 1994).

2.6.1 Agreements in Binding Effective Partnerships

Organizations can benefit by examining several components typical of originating partnerships. For example, partnerships can have formal agreements characterized by a memorandum of understanding, contracts, or other legally binding documents, or they can be informal with both organizations acting in good faith under unspoken agreements. Partners should also examine the necessary depth of the partnership. Smith and Wholstetter (2004) suggest that there are two types of involvement: one-level and multilevel. One-level involvement engages one level of employees. Multilevel involvement includes multiple members who regularly engage the partners. Whether informal or formal, one-level or multilevel, the partnership's contents are important to consider as it is being developed. Partners should think about what resources –

financial, human, physical, and organizational – might be exchanged and how sharing would benefit both organizations.

2.6.2   Trust in Effective Partnership

Pruitt (1981) indicates that trust (that is, the belief that a party's world is reliable and that a party will fulfill its obligation in an exchange) is highly related to firm's desires to collaborate. Williamson (1985) states that, other things being equal, exchange relationships featuring trust will be able to manage greater stress and will display greater adaptability. Zand (1972) contends that lack of Trust will be deleterious to information exchange, to reciprocity of influence, and will diminish the effectiveness of joint problem solving. Anderson and Narus (I990) add credence to the above and suggest that once trust is established, firms learn joint efforts will lead to outcomes that exceed what the firm would achieve had it acted solely in its own best interests.

2.7   Conclusion of the Literature Review

This chapter presented the literature reviewed on partnership institutional Capacity, communication and information exchange, common goal and commitment. Books reviewed included electronic books, journals, reports, news papers and text books. In the literature reviewed, the importance of financial capacity, human resource capacity, material capacity, quality of information, methods of communication, participatory communication, clarity of role, shared vision and commitment to partnership and how these determine effective partnership was clearly brought out. All in all, the authors did not clearly bring out how these factors determine effective partnership in terms of increasing partnership membership, joint implementation of activities and having shared roles which the research aimed to study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research methodology that was used to conduct the research on determinants of effective partnership in WVU. It constituted the research design, population of study, sample size and selection, data collection methods and instruments, reliability and validity of instrument, data measurement and analysis.

3.2 Research Design

The study used a case study design approach considering both quantitative and qualitative approach using structured questionnaires, interviews, and document analysis. Amin (2005) affirmed that a case study provides an in-depth study of the problem within limited time scale. Amin (2005) further affirmed that the notion of combining qualitative and quantitative data in a case study research offers the promise of getting closer to the whole of a case in a way that a single method study could not achieve. The case study approach was perceived as the most preferable way of obtaining holistic, in-depth understanding on determinants of effective partnerships in WVU.

Qualitative research helped in getting an in-depth analysis of the determinants of effective partnerships by aiding descriptions of the current conditions to investigate relationships. It also helped in testing the hypothesis concerning the current state of the subject under study.

3.3   Study Areas and Population

Mugenda and Mugenda (1999) defines population as an entire set of individuals, events or objects having common observable characteristics about which generalization of research will be made. This study population constituted of the technical staff in charge of partnerships in the central region because World Vision has ADPs in the central districts of Mpigi, Nakasongola, Nakaseke and Mukono. The technical staff was purposely selected because it is responsible for guiding and monitoring the ADPs in the rural communities and partly due to its convenient location.

3.3.1   Sample Size

The study selected 61 respondents as shown in Table 1, basing on Krejcie and Morgan (1970) determination of sample size from a given population. Krejcie and Morgan state that, using this calculation, as the population increases the sample size increases at a diminishing rate and remains, eventually constant at slightly more than 380 cases. This therefore leaves little to be gained to warrant the expense and energy to sample beyond about 380 cases.

 Thus their formula was applied in determining sample size

$$S = \frac{X^2 \, NP \, (1-P)}{d^2 \, (N-1) + X^2 P (1-P)}$$

Where;

S   = required sample size

X^2 = the table value of chi-square for one degree of freedom at the desired confidence level, which was 3.841 for .95 confidence level.

N =   the given population size

P =   the population proportion (assumed to be .50 since this would provide the maximum sample size)

  d =   the degree of accuracy expressed as a proportion (.05) as reflected by the amount of error that can be tolerated in the fluctuation of a sample population.

Table 1: **Sample size and Sampling method**

Category	Population	Sample size	Sampling method
Programme Management Unit staff	3	3	Purposive
Programme Managers	4	4	Purposive
Community Development Facilitators	24	24	Purposive
Partners	56	56	Purposive
Total	**87**	**87**	

3.3.2   Sampling Method

To get the partnership membership size to participate in the study, purposive sampling method was used. Descombe (2000) puts it that a sample needs to be carefully selected if there is to be confidence that the findings from the sample are similar to those under found among the rest of the category under investigation. Thus purposive sampling was used to ensure that significant sub-groups of the population were also represented in the sample.

3.4 Data Collection Methods and Instruments

3.4.1 Data Collection Methods

Two methods of data collection were used and these included both secondary and primary data collection methods.

3.4.1.1 Primary Source

Primary data involved firsthand information that was obtained from the field by help of questionnaires and interview guide as well as the observation instrument. This was for purposes of studying the actual situation on the ground in order to balance results and eliminate possible biases that could have arose from information perceived from members of WVU in a particular area, because NGOs in different areas would be encountering different situations while partnering.

3.4.1.2 Secondary Source

Secondary sources of data included reviewing the already existing literature on partnership building from text books, WVU reports, data bases and electronic publications to throw more light on the major variables. This was purposely used to add quality to findings for purposes of updating the available database on determinants of effective partnerships among NGOs in Uganda.

3.4.2 Research Instruments

3.4.2.1 Questionnaire

A questionnaire covering all the aspects of the study variables was designed covering information of the respondents and consideration of dependent and independent variable

attributes. The questionnaire was first pre-tested before administering it to the actual selected respondents. The choice of the questionnaire was guided by the nature of data to be collected, the time available as well as the objectives of the study (Amin, 2005). The questionnaire was both close and open ended, scored on a 5 point Likert scale ranging from 5 for strongly agree to 1 for strongly disagree. The questionnaires were distributed to the different respondents in their areas of work for filling and were collected after one week following the dispatch and filling. The researcher used questionnaires purposely because they are very popular instruments in data collection due to their relative ease and cost effectiveness with which they are constructed and administered to a large sample. The use of close- ended questions minimized vague and unwarranted responses. Open-ended questions were administered because they provide a lot of information and they also give freedom to the respondents to give out their detailed views about determinants of effective partnerships. On the other hand close ended questions helped in eliciting specific responses which were easy to analyze because it is economical in terms of time since it is easy to fill in by respondents

3.4.2.2 Interview Guide

Interviews with the target respondents were conducted by meeting the respondents in their respective offices and asking them questions of which the researcher recorded all the responses by herself (Amin, 2005). Interview guide was also used to gather in depth information and also to ensure consistency and to keep within the scope. This helped to collect qualitative data and to validate questionnaire shortcomings. The interview guide was also preferred because it could be administered to those respondents who are very knowledgeable about partnership in WVU, and purposely because the researcher was to investigate sensitive and complex issues. In addition, it

was assumed that, Technical Staff Officials would be very busy to fill the questionnaire but they however, managed to fill the questionnaires thus interviews were carried out in respect to clarity of issues, which called for deeper insight.

3.4.2.3 Documentary Review

This involved identifying information related to the study variables and summarizing it for compiling in the final report in relation to the specific objectives (Amin, 2005). The review of documents was one of the approaches to data collection and it has been used before field exercises and continued up to data analysis and report writing stage. This process enabled the researcher to obtain pertinent information on the wide range of current partnering practices in the world today and Uganda in particular. Existing documentation on partnerships working with WVU was examined, with a view of evaluating determinants of effective partnerships. The documents that were reviewed are annual reports, work plans and operation budgets. Among the documents examined were those from the Local Government, CBOs and FBOs.

3.5   Quality Control

3.5.1   Validity Instruments

In order to test and improve the validity of the questionnaire, the researcher availed the instruments to two raters, looked at the items and checked on language clarity, relevancy, and comprehensiveness of content and length of the questionnaire. The researcher requested the two experts to look at each item and judge whether they were; 1-Not relevant, 2-Somewat relevant, 3-Quite relevant or 4-Very relevant. The researcher then put the items in 2 categories with 1 and 2 in one category and 3 and 4 in another category. The researcher moved ahead to calculate a

Content Validity Index (CVI) using the formula below:

CVI = Items rated relevant/very relevant by both rates (3 or 4)

Total number of items

For the instruments to be valid, the CVI was within the accepted statistical range of 0.5 to 1

Questionnaires were tailored to reflect the research questions to ensure that inference based on data was accurate and meaningful.

CVI = Items rated relevant/very relevant by both rates (3 or 4)

Total number of items

CVI = 0.7, thus instruments employed were varied as this was within the accepted statistical range.

3.5.2   Reliability of the Instruments

In order to establish the reliability of the instruments, the researcher conducted a pilot study. Using the results of the study, the reliability of the instruments were computed using Crobach's Alpha Coefficient (α) using the formula below:

$$\alpha = (K/K\text{ -}1)\quad 1\text{- }\sum SD\left(\dfrac{^2i}{SD^2t}\right)$$

Where K = Number of questions in the questionnaire

SD^2i = Standard Deviation squared (Variance) for each individual item

SD^2t = Variance for the total items in the questionnaire

The reliability of the instruments was approved for coefficients within the accepted statistical

range of 0.5-1. This provided an indication of the consistency of responses to all the items delineated in a measuring instrument.

The reliability test yielded the following results 0.73 thus consistency of responses in the measuring instruments.

3.6 Procedure in Data Collection

The researcher used the letter of introduction obtained from Uganda Management Institute which she presented to the management of WVU for clearance to carry out research. Questionnaires were hand delivered to the selected respondents and appointments were made for the key respondents who were interviewed at their convenience.

3.7 Data Processing and Analysis

Qualitative data was primarily collected through interviews, questionnaires and document reviews, and analyzed using a thematic approach. Themes were developed in accordance with the objectives of study and research questions. Data was then grouped in themes, as a first step for subsequent interpretations. Analysis of this data was mainly thematic analysis, looking at the findings and grouping them according to every theme.

3.8 Measurement of Variables

For all variables under study, rating scales which include likert, category and dichotomous scale were used in the questionnaire to elicit responses from subjects. Five point likert scale was used to establish how respondents strongly agree or disagree with statements. Dichotomous scales were used to elicit information that required yes or no answers while category scales were used

to elicit single responses from multiple items. The likert scale was used because it is very flexible and can be constructed more easily than most other types of attitudes scales.

3.9 Limitations of the Study

Owing to the fact that the research was conducted during a time close to the festive Christmas season and New Year festivities, the researcher found it hard to trace all the respondents for clarification of certain answers that were not precisely written. Thus two of the interviews were conducted on phone which was expensive for the researcher. Due to the limitedness of finances, she hurriedly had to conduct the interviews. In this way valuable information which could have been obtained in a relaxed and flexible face to face interview was missed out.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1   Introduction

This chapter presents the analysis and findings of the study. It is divided into five sections. The first section presents analysis and findings on the background information of the organization as well as that of the technical staff**.** The second section presents analysis and findings on institutional capacity of WVU**.** The third section presents analysis and findings on communication exchange in WVU. The fourth section presents analysis and findings on common goals of the WVU partners. The fifth section presents analysis and findings on commitment and partnership performance.

4.2   Response Rate

A total of 61 questionnaires were distributed all of which were returned thus constituting of a 100% total response rate. All the questionnaires were fully filled in therefore the number of respondents that were employed to test the hypothesis was 61 (100%). Interviews were also held with 20 out of the 26 Community Development Partners, 12 of which were face to face and 8 of them were conducted through phone calls thus a sample of 20 (76.9%) of the managers was relied upon.

The chapter thus presents, analyses, and interprets the findings of the study objectives question by question.

4.3. Background information

The study sought information on the background of the respondents as well as that of the organization.

4.3.1. Background of the Respondents

The study researched into the different backgrounds of the respondents in respect to their number of years of membership, ADPs to which they belonged, positions held in ADPs and roles of parties in the partnership. The study findings were as expressed below;

4.3.1.1 Years of Membership

The study sought about the years of membership of the respondents and the study findings were as presented in figure 2.

Figure 2: Membership Period
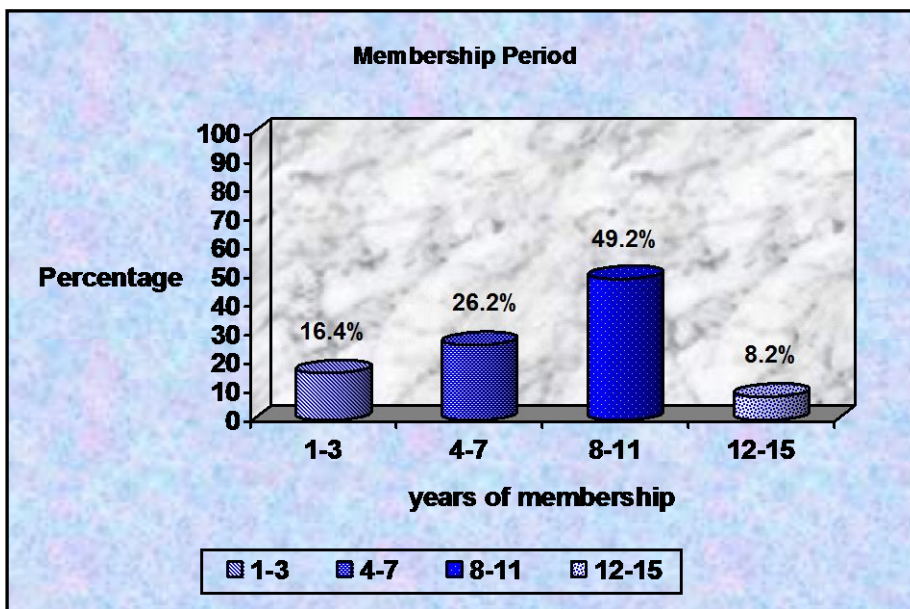
Of the 61 respondents 16 (26.2%) were found to have become members in the last 1-3 years, 10 (16.4%) have worked with world vision for 4-7 years, whereas 30 (49.2%) have been members for 8 -11 years and the remaining 5 (8.2%) have been members for over 12-15 years.

According to the study findings, the variation in the years of membership suggests that, WVU

for the last 12-15 years had few members but enrolment greatly progressed between the last 8-11 years and steadily started to decline between the last 4-7 years to the last 1-3 years. This reflects changes in entry and exit from an open to restricted membership. This leads to unattained goals, once the marginalized and targeted groups fail to meet the requirements of membership and are left out thereby affecting the effectiveness of the partnership.

4.3.1.2. Members of ADP/Organisation

The study further researched on different ADPs to which individual members who participated in the study belonged and the study findings were as presented in figure 3.

Figure 3: Distribution of Members in ADPs
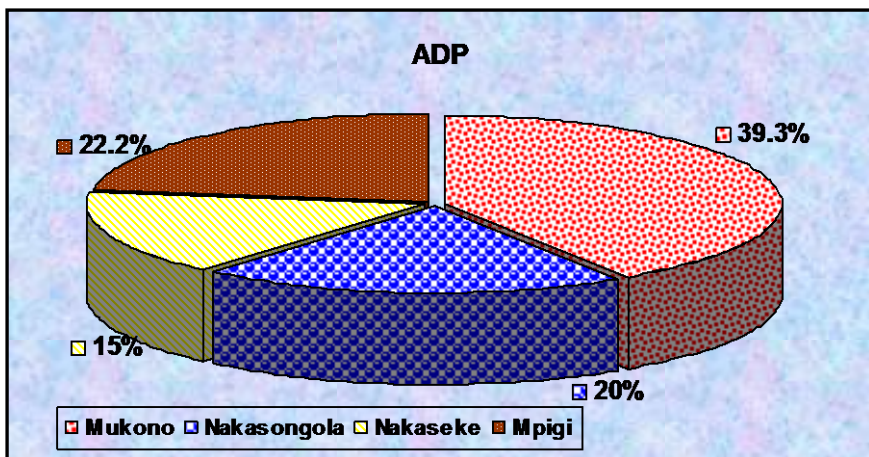
Out of the 61 participants, 24(39.3%) were from Mukono, 12(20%) from Nakasongola, 9(15%) from Nakaseke whereas Mpigi had a total composition of 16(22.2%).

In respect to the interviews held with 8 of the managers, the findings revealed that, Nakaseke and Nakasongola, each had 17 ADPs, while Mpigi had 13 whereas Mukono District only had 12 and yet at the central representativeness, it had more members compared to other regions. According

to the findings, all the four ADPs in the central region have technical staff representatives at the central region, with Mukono taking lead, and Nakaseke being the least represented, yet regions with the most ADPs. This portrays the unequal allocation of technical staff and under representation of some ADPs and may lead to ineffective performances in certain regions, when technical manpower is not equitably distributed. This raises a need to recruit and train more staff, thus constraining the organization financially and causing inefficiencies, yet such costs would have been minimized if sufficient manpower equivalent to the number of ADPs was recruited at the start.

4.3.1.3. Position Held in ADP/Organisation

The study researched about the different positions held by the respondents in the ADPs to which they belonged. The study findings were as shown in figure 4.

Figure 4: Position Held
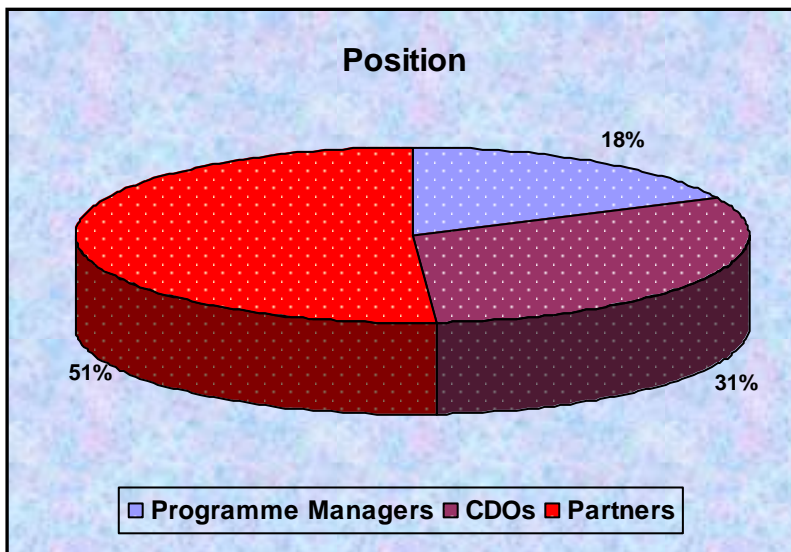
The study found out that, regarding positions held in ADP/organization, 11 (18%) of the members are programme Managers, 19 (31%) are community development officers, whereas 31 (51%) were

merely partners. These findings, suggest that most members at the central region are partners who may not have an upper hand in managerial issues, as reflected from their inability to influence top management in the reallocation of managerial and supervisory manpower to areas where it is most wanted, particularly Nakaseke. It can therefore be submitted that programme managers are very few compared to the number of ADPs in the central region and thus have heavy workloads which can check their ability to effectively monitor and mentor the performance of the local institutions in the ADPs.

4.3.1.4. Roles Played by Members in Respect to Position Held

The study, by help of interviews, further researched into the details of the roles played by each member in regard to the positions held in the partnership and the findings revealed that Partners are helpful in the facilitation of staff capacity enhancement initiatives in improving on the knowledge and skills required in order to identify, form and sustain effective collaborations at local, national as well as international levels. The community development facilitators on the other hand were noted to be responsible for backstopping the entire capacity enhancement at cluster level, whereas the programme managers were revealed to support all partnership processes at the cluster level.

4.4. Organizational Background

The study researched into the background of the partnership (WVU) and how the respondents perceived of the concept of partnership, who initiated the partnership, the key stakeholders in drawing up the partnership, aims of the partnership, how membership is gained as well as clarity of role execution. The findings were as follows;

4.4.1 The Concept of Partnership

The study sought about the concept of partnership from 8 of the interviewed programme managers. The partnership as summarized from the study findings was explained to be; a voluntary cooperation or agreement which is not without obligations, that exists between governments and non-governmental actors such as enterprises, civil society organizations, as well as knowledge and research based institutes. The findings also showed that, a partnership is that cooperation which works toward a common goal or specific task, and therefore shares the risks, responsibilities, resources, competencies and benefits of its members. This, thus suggests that for a partnership to be effective, members of a partnership should feel obliged as a cooperation to share each others' competencies to meet a common goal.

4.4.2. The Initiators of the Partnership

The study also sought about the initiators of the partnership through interviews with 8 of the programme managers. The findings showed that WVU was the initiator of the partnership, deriving its roots from Alan Whaites' (WV staff) ideology of development as per his journal *Pursuing Partnership.* According to the findings, the journal published an overview of World Vision's history focusing on the evolution of its global architecture. In this regard, the study revealed that, WVU became part of the World Vision global cluster, functioning in partnership with other World Vision offices across the world, local actors, government and international organizations. This suggests that the initiator of partnership in Uganda is WVU, with its roots traced from Alan Whaites, whose ideologies may not be applicable or supportive for development in Uganda, having been designed for a different country.

4.4.3   When Partnership was initiated

The study also researched about how long the partnership has been in existence, and as per the interviews held with programme managers (8). It was put forth that, WVU partnership was formed in 1994–1999, through consolidation and decentralization of projects. According to the study findings, the partnership initially formed the Community Development Projects (CDPs), later transformed into Area Development Programmes (ADPs) and that currently, the partnership covers 54 communities in 40 districts with at least 2–3 sub counties each. It was further noted that, each ADP serves a population of 20-000 to 80,000 people. This reflects that the WVU partnership formation is working towards an expansive programme to effective outreach in different districts in Uganda.

4.4.4   Key Stakeholders in the Partnership

The study further researched about the key stakeholders of the WVU partnership through interviews with 8 of the programme managers. According to findings, WVU at the local level empowers and works hand in hand with Government, FBOs as well as CBOs in providing and demanding for the physical, protection, psychosocial and spiritual needs of the children by capacitating households and communities. However, the same findings revealed that, the case was different at international level, whereby WVU has a consultative status with UNESCO and partnerships with UN agencies like UNICEF, WHO, UNHCR and ILO. This suggests that at the local level WVU works with government to empower communities through CBOs and FBOs, yet consultancy is done with, International Agencies. However, these are not directly in touch with the local communities to provide appropriate advice, thus may make decisions which may not be effective for the partnership.

4.4.5. Aims of the Partnership

Questions were posed on why the partnership was initiated and the following responses were obtained as shown in figure 5;

Figure 5: Aims of the Partnership
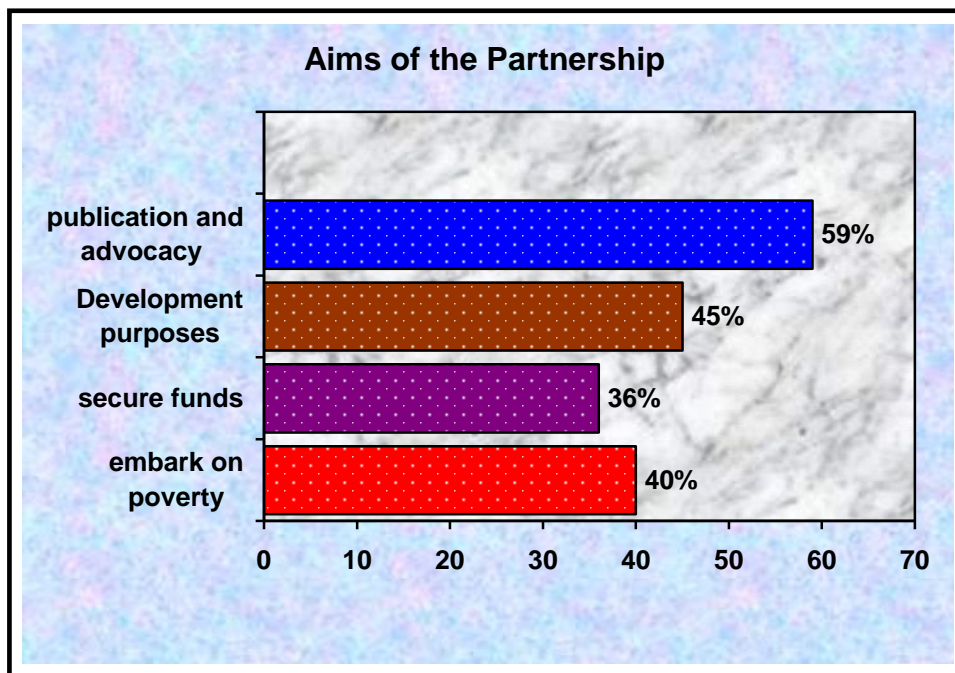
Owing to the aspect of respect, equality, complementarity as well as result orientedness, the study revealed that, WVU partnership embarks on; solving the causes of poverty as supported by 40% of the responses; securing funds to finance its programmes (36%); development purposes in its areas of operation (45%) and international publications and advocacy (59%).

Eradicating poverty; in respect to solving problems that cause poverty, it was found out that the organization works with the grassroots people to attain sustainable change by building capacities that can enable the local community to solve their needs on their own. This implies that when the capacities of the local communities are built they are empowered and in a better position to tackle

their needs without being dependant/reliant on the organisation's resources, thus less constraint to the organization.

Securing funds; on how to secure funds, the study established that the organization partners with Village Development Programmes which are monitored by ADPs. This is respect to government and donor embracing of the idea that no single agency has the ability to eradicate poverty from any society of their target, except the society itself. In the researcher's findings, this implies that WVU secures funds for purposes of capacitating communities to run their own programmes, thus a way to create an effective partnership with the local communities.

Developing areas of operation; the study findings hold that, while trying to develop its areas of operation WVU partners with central government, local governments, civil societies as well as the private sector. This implies that the organization is also interested in maintaining and building its profile in its areas of operation as a way of proving its competence to build competence for effective partnering.

Publication and Advocacy; the findings further revealed that, WVU focuses on international publication and advocacy as a way of responding to the Millennium Development goal No. 8 which necessitates formation of global partnerships for development purposes. According to the findings, donors wish to fund programmes which pose greater chances of sustainability. For this, WVU aims to yield result-oriented partnerships with different stakeholders both national and international as well as at local levels. It can therefore be submitted that the organization partners in order to be able to secure funds from donors by identifying local community needs and advancing on solving them through the communities (partners).

4.5. Empirical Findings

The study sought information about the determinants of effective partnerships among NGOs. The findings were obtained from questionnaires, interviews and documentary reviews. Questions were posed to WVU staff and these are shown in the first column of the table. Staff was requested to indicate whether they strongly agreed (5), Agreed (4), don't know (3), disagreed (2) or strongly disagreed (1). The proportion of respondents who responded for each question is indicated in second to the sixth column. The last column indicates the total number and percent of the staff members who answered each of the questions.

4.5.1. Institutional Capacity of WVU Partnership

The study researched about institutional capacity as a determinant of effective partnerships and eight questions were posed to the WVU staff. The findings were as presented in Table 2.

Table 2: Institutional Capacity and Effective Partnership

Institutional Capacity	SD	D	NS	A	SA	Total %
The organisation receives sufficient funds	31.1	11.5	0	52.5	1.6	
The availability of funds has increased the ADP performance	49.2	4.9	3.3	36.1	3.3	
Many donors are interested in the future funding of the programme.	24.6	18	4.9	34.4	14.8	
The quality of the office premises contributes to effective performances	21.3	36.1	6.6	23	9.8	
The offices are well equipped (computers, furniture, and printers)	23	13.1	3.3	44.3	13.1	
The organization has enough staff for effective performance	16.4	11.5	8.2	52.5	3.3	
The technical staff are very competent in their positions (have right skills and knowledge)	27.9	8.2	1.6	52.5	6.6	
The staff are regularly trained	4.9	50.8	8.2	6.6	27.9	

In response to whether there are sufficient financial resources for the effective performance of the partnership, most respondents (55%) were in agreement, while 43% indicated disagreement to the statement. Respondents who did not agree further indicated that while they were merely complementary partners who did not have complete access to the financial records, they had noticed that the programmes often times, run short of financial facilitation and that at times there is a delayed release of funds putting programmes at a standstill on one level or another. This finding indicates that in most cases there are shortages of financial capacities which hinder organizational programmes from smooth and continuous operation.

Responding as to whether availability of funds has increased the ADP performance, majority (54%) disagreed, 3.3% indicated that they had no knowledge, while 29% agreed. According to the findings, it could be inferred that though the availability of funds improves performance of ADPs because it leads to timely implementation of programmes as emphasized by those that agreed, there were other factors that could need to be addressed, such as timely availability of those funds. This view was held by one of the key informants who noted;

> *In several cases, there is delay in availability of funds. This greatly affects the timely implementation of the projects, because finances create space for local actors to implement their designed programmes.*

Those that disagreed further added that, the more available the funds the more they are misappropriated and misallocated. The study findings however, suggest that if funds are available implementation can be timely and the partnership effective but if accountable practices are not strict then partnership will most likely end up ineffective because funds will be misappropriated/misallocated.

The study sought to find out whether donors had an interest to fund programmes in the future and the findings indicated that, 49% agreed, whereas 16% disagreed and 4.9% had no idea. Those that agreed put forth that, donors were only interested in funding sustainable programmes, of which WVU is just undertaking. This indicates that, WVU had programmes that directed efforts towards sustainable programmes, which could make their intervention in the communities more effective.

Results concerning respondents' views on whether the nature and quality of office premises can be a determinant of effectiveness partnership, 33% agreed, 57% disagreed, while 6.6% indicated having no knowledge. The findings suggested that while good office premises create a good work environment free from noise and interference, thus promoting abilities and efficiencies at work, even with good work premises the partnership can still be ineffective if it is understaffed and poorly communicates with its partners.

The study further investigated on whether the offices are well equipped and the study findings indicated that, 57% agreed, 3.3% were not sure, whereas 36% disagreed. Those who disagreed further indicated that some local institutional offices are not well equipped, for example some offices have computers but are without printers. However, owing to the holdings of the interviews with 8 of the programme managers it was established that there is changing and alternating of responsibilities. It was found out that the IDP units work with VDCs in strengthening the capacity of local partners, and that this being an ongoing process, necessitates funds which may not be available, thus leading to shortages in office equipment and slowing down the work process. The study findings therefore suggest that, lack of equipment leads to

delays and failures in execution of roles thus making partnership ineffective.

The research sought to find out whether the organization recruited enough staff members for effective performance, with results indicating that 56% agreed, while 28% disagreed and 8.2% indicated having no knowledge. Those that disagreed said that, the nature of work they were handling was too much and in most cases goes unfinished and that some regions and clusters are understaffed and under resourced in terms of basic social services. This finding therefore suggests that with an insufficient number of staff, it is most likely that, there will be a work overload which may lead to, pending and unfulfilled tasks, rendering partnership inefficient, than when sufficient number is enrolled.

In terms of staff competence, majority (59%) affirmed that the staff were generally competent, while 36% held a differing view and 1.6 had no knowledge. The finding therefore shows that most of the staff were technically competent and equipped with the right skills and knowledge. In relation to this, the interview findings also revealed that technical manpower plays a great role by serving as a catalyst and builder of capacity of the local partners as well as in advocacy measures with government and other authorities. The finding suggests that, staff were competent and able to carry out duties effectively, only that their numbers were not sufficient. This may therefore make staff to appear incompetent when partnership does not fulfill its tasks.

The study also sought to find out whether staff was regularly trained. Findings indicated that, 35% agreed, 8% were not sure whereas those that disagreed were 56%. Those who disagreed held the view that financial resources were few, thus ADPs don't train the Village Development

Programme Units but leave them to draw their own programmes, and instead monitor the performance. Yet according to the interviews held, it was found out that, WVU has training modules but with limited knowledge and skills on partnering, networking and collaboration of which, staff have to use their scripture search modules to guide preparations for the critical path in the learning and discernment resourcing on partners, where deemed appropriate and thus schedule time for study but on rare occasions. The study therefore shows that although staff may be receiving training, it is in most cases irregular and thus affects the effectiveness of the partnership, as grassroots needs may necessitate new approaches which require regular training to advance.

4.5.1.1. The Relationship between Institution Capacity and Effectiveness

On establishing views on institutional capacity in partnerships, the researcher through Pearson's correlation coefficient, ensued to ascertain whether there was a significant relationship between institutional capacity and effectiveness. The results are presented in table 3

Table 3: Correlations for Institutional Capacity and Effectiveness

Independent variable		*Dependent variable*
		Effective partnership
Institutional capacity	Pearson Correlation	.361**
	Sig. (2-tailed)	.005
	N	59

**. Correlation is significant at the 0.01 level (2-tailed).

In respect to the result in Pearson Correlation Coefficient as revealed in table 3, the relationship

48

between institutional capacity and effective partnerships is negative but of significance as expressed by Pearson correlation value r at .361** with a significance value of .000 at a 0.01 level. This therefore implies that the relationship between institutional capacity is positively related to effective performance, implying that the more available the manpower, and financial resources, the more likely the possibility of effectiveness of the partnerships.

4.5.2 Communication and Information Exchange in WVU

The third section presents analysis and findings on communication and information exchange in WVU. Staff members were asked about how communication and information exchange is done and 12 questions were paused, whose findings are presented in Table 4 followed with interpretations.

Table 4: Communication and Information Exchange on Effective Partnership

Communication and Information exchange	SD	D	DK	A	SA	Total %
Communication to us is formal, i.e. it gets to us through official channels like WVU to focus persons in the district.	4.9%	36.1%	3.3%	36.1%	16.4%	61 (100%)
Information/communication gets to us through rumors and it is uncoordinated	31.1%	6.6%	3.3%	54.1%	3.3%	61 (100%)
We communicate directly to WVU	13.1%	11.5%	18%	49.2%	4.9%	61 (100%)
The communication between us and our partners is always timely	21.3%	18%	6.6%	39.3%	8.2%	61 (100%)
The communication between WVU and us is open	14.8%	13.1%	13.1%	52.5%	4.9%	61 (100%)
The information received is ever accurate	16.4%	6.6%	9.8%	60.7%	4.9%	61 (100%)
We are communicated to verbally (telephone, face to face, etc)	14.8%	18%	8.2%	41%	14.8%	61 (100%)
We are communicated to in written form (letters newsletters)	18%	23%	4.9%	29.5%	18%	61 (100%)
Communication is technologically carried out in the WVU partnership	19.7%	27.9%	3.3%	24.6%	23%	61 (100%)
Partners are involved in the decision making process	18%	23%	4.9%	29.5%	18%	61 (100%)

When we communicate our requests we get feedback	19.7%	24.6%	9.8%	16.4%	27.9%	61 (100%)
There is a balance of power between us and our partners	34.4%	8.2%	6.6%	37.7%	11.5%	61 (100%)

Findings on how much the organization endeavours to carry out communication formally findings indicated that most staff objected to communication being formally carried out as represented by 53%. However, 41% accepted that they were formally communicated to through official channels, while 3.3% were not sure whether all the communication made to the different staff members was formal. The finding suggests that in most cases the communication was not formally done. This may result in inefficiencies in the operation of the partnership, when through informal messages the recipients tend to misinterpret what is being communicated and react oppositely to the intended instructions. The study suggests that, partnership would be more effective if communication is particularly made formal.

Further, concerning how much of the oral communication was carried out by the organization to its partners, findings indicated that, information is passed over orally as expressed by 57% of the respondents who agreed whereas 38% disagreed in respect to receiving oral communication and 3.3% indicated having no knowledge. Those who agreed further indicated that communication was not formally carried out, but reached them orally through messengers or through hearsays and that this makes it uncoordinated because different people tend to report differently. Study findings thus suggest that most information is unceremoniously delivered, with information that is so uncoordinated, thus such misinterpretations may lead to ineffective performances in the partnership.

The study further sought information on whether the organization communicates directly with its partners; the findings revealed that 54% agreed to have direct communication whereas those that said are unable to communicate directly were 25%, while 18% had no knowledge regarding the issue. In relation to the findings aforementioned, this implies that WVU communicates directly to some of its members but does so indirectly to other partners, thus its communication is not a uniform one. Yet this being a partnership, all the members need to receive information generally rather than specifically since as partners, they are all expected to contribute to the wellbeing of the organization. This kind of communication brings about procedure differences in goal achievement because some partners are left out, thus creating inefficiencies in the general performance due to uncoordinated work activities.

On the other hand, the interviews held expressed that, as a way of communication and improving relations with partners, on rare occasions an invitation to prayer is given inviting church partners, community partners, and others to pray and for programme staff engagement with communities to reflect on scriptures and integrate team meetings. In addition to this it was also found out from the interviews that, on rare occasions communication was at times done through conferences, consultations, training programs and various educational opportunities and use of drama and music and at times by help of simple leaflets through the local CBOs which are engaged to carry out community sensitization and competitions in hygiene and sanitation among households targeting at least two-three sub-counties. This implies that because information is passed over on rare occasions, this may possibly lead to an ineffective partnership because time may be taken to adjust to current environmental changes if any, organizations being dynamic in nature.

Concerning timeliness of exchange, it was noted that 48% of the respondents indicated that communication was timely, 39% disagreed, while 7% had no knowledge about matters related to timeliness of communication. This implies that while there are efforts to deliver timely communication, there were several instances where there were delays in reacting to concerns raised because by the time information is passed over to the partners another stage/level of change is desired thereby leading to ineffective performances of partnership.

In relation to openness of communication, 57% of the respondents agreed that the communication between WVU and the staff was always open, 28% disagreed, while 13% had no knowledge. Those who agreed pointed out that facilitators conducted community conversations as a way to communicate about child well-being, starter group summaries, community input and organizing primary focus area summit to develop vision and priorities. Similarly, according to the interview findings it was held that on rare instances, starter groups, and potential partners discussed and agreed on the way forward and thereafter shared with the wider community.

This finding suggests that, communication is in most of the cases an open process in the WVU partnership, implying that issues of significant concern can be addressed, consequently contributing to effectiveness in the performance of the partnership.

The study results about the accuracy of the information passed over showed that majority (66%) agreed, implying that they considered the communication and information exchange to be accurate, 21% disagreed, while 10% had no knowledge. This study finding indicates that information is in most cases accurate, as held in the aforementioned findings. However, for those

who indicated disagreement, it emerged that they considered most of the communication in WVU to be mostly informally carried out. Thus, by the time information reaches the intended targets, it is already diluted and inaccurate because of duplications, thus unfit for instruction, which may compromise the effectiveness in the performance of the partnership.

Regarding the extent to which communication is verbally carried out, the study findings indicated that 56% of the respondents received verbal communication whereas 33% disagreed and 8% had no knowledge. The finding suggests that in most cases, communication is verbal and members most likely, may fail to pass over accurate instructions to others and yet on the other hand it is easy to forget about what is not expressed in writing as this leaves them with no point of reference. This is particularly true in cases when the technical team is stressed with heavy workloads as noted from the previous theme. Thus desirable reactions may remain forgotten and not implemented or misperceived thereby causing inefficiencies in the partnership's performance.

On whether partners receive written communication, the study findings indicated that 48% of the staff accepted that they received written communication whereas and 41% denied receiving written communication and 5% had no knowledge. According to those that, disagreed, communication was in most cases through phone calls or through an agent, thus reducing the accuracy of the messages because in one way or another, information may not remain exactly the way it has been passed over, which reduces its impact and significance. In the same way the organisation's effectiveness is affected when desirable changes are not met as expected.

The study sought about whether communication is technologically carried out in the WVU partnership. The study findings revealed that, technological means were more commonly used than, the written communication as expressed by 48%, however, 47% disagreed on receiving any technological communication. Those that agreed to technological communication portrayed that, communication is at times through phone calls or over the internet. However this finding shows that this is the easiest way for WVU to communicate to its partners, but internet communication may not be the best for local partners in the villages because they may find it costly and inaccessible due to ignorance in computer usages, and limited availability of internet cafes in the rural communities. This may leave important issues unattended to or rather delayed reactions which may affect the performance of the partnership.

The findings on whether partners are involved in the decision making process portrayed that 48% of the respondents were in agreement, while 41% disagreed and 5% had no knowledge. However, from an interview conducted, it clearly put out that, the WVU Partnership decisions are made by an international board of directors who oversee the partnership. According to the study, the board meets only twice a year to appoint senior officers, approve strategic plans and budgets, and determine international policy. This finding thus suggests that, the WVU members do not directly participate in the decision making process at strategic levels, but rather, receive instructions instead, which instructions may not be appropriate answers at the grassroots, because those involved are excluded while deciding issues that concern them, thus reducing organisation's ability to perform effectively.

The research further sought information about the level of feedback in the communication

process in the WVU partnership. Study findings indicated that there were equal numbers of respondents who agreed that feedback was always given and those who disagreed. Those who denied said that feedback in most cases is not given or if given it is communicate late enough, to be of help. The finding suggests that in most cases when requests are communicated to WVU feedback is not communicated which may result in inefficiencies in the partnership's performance.

From the responses obtained from interviews it was also expressed that the different ADPs in the WVU partnership don't regularly hold meetings. It is thus possible to state that, this is a poor sign of communication because many changes may take place day in day out, which may necessitate prior attention to alterations in programme. But owing to absence of meetings, the organization may not foresee such requirements thereby performing ineffectively in the partnership.

Finally, the study also tried to find out whether there is balance of power between the WVU partners. Results showed that 48% agreed, while 43% disagreed. Those who disagreed indicated that there was lack of power balance between the partners of WVU; this mostly likely demoralizes members who may withdraw their effort and commitment towards work thereby yielding inefficiencies in the partnership.

4.5.2.1 Correlation between Communication and Information Exchange and Determining Effective Partnerships

The study undertook to determine the relationship between commitment and effective partnerships through the Pearson Correlation coefficient as seen in table 5.

Table 5: Correlations between Communication and Information Exchange and Efficiency

Independent variable		*Dependent variable*
		Effective partnership
Communication	Pearson Correlation	.478**
	Sig. (2-tailed)	.000
	N	60

**. Correlation is significant at the 0.01 level (2-tailed).

The results in table 5 showed that the relationship between communication and effective partnerships was negative though significant, as seen from Pearson's Correlation Coefficient as -.478** standing at a significant level of 0.00. This implied a positive and statistically significant relationship between the two variables, implying that an improvement in communication would result into a significant improvement in terms of effectiveness of the partnership.

4.5.3   Common Goals and the Effectiveness of the WVU Partnership

Five questions were posed to members on how common goals may lead to effectiveness in partnerships and the results were as expressed in Table 6.

Table 6: Common Goals in the Effectiveness of WVU Partnership

Common Goal	SD	D	DK	A	SA	Total %
We know the overall responsibility of each party in the partnership	29.5%	13.1%	8.2%	32.8%	13.1%	61 (100%)
We know the overall responsibility /role of our ADP	26.2%	6.6%	3.3%	55.7%	6.6%	61 (100%)
The overall responsibility /role of ADP is clear to us	31.1%	6.6%	3.3%	55.7%	1.6%	61 (100%)
The goals of our organization are in line with those of WVU	29.5%	19.7%	3.3%	41%	4.9%	61 (100%)
Our partners have shared with us their vision and we understand their vision	6.6%	29.5%	4.9%	27.9%	27.9%	61 (100%)

The study also sought about how well the partners were versed with each other's responsibilities in the partnership. The findings indicated that, the proportion of members who agreed that they knew about the overall responsibility of each party in the partnership were 46%, while those who disagreed were 43%. This finding suggests that, some members do not find it easy to tell between their work boundaries and that of others, which implies that, there is a shift of responsibilities held, which may depend on the organisations' need or as owed by the shortages of staff revealed from the first empirical theme. This interferes with the efficiencies at work owing to reallocations in tasks and may affect the partnership's effective performance.

The study also sought about how the partners perceived of their individual roles in their different ADPs. The findings indicated that most members (62%) knew their overall responsibility in the ADPs, while 33% disagreed and only 3.3 indicated having no knowledge. For those who disagreed, the trend could be attributed to fact that, new roles kept on cropping in time over, outside the originally determined work boundaries. It is therefore possible to state that the partnership keeps assigning new roles to members in their ADPs depending on realized changes which makes it difficult for members to ascertain their limits, thus destructs their efficiencies as well as that of the partnership.

In relation as to whether the members knew of the roles of the ADPs in the regions under which they operated, results showed that majority (57%) agreed, 38% disagreed and 3.3% were not knowledgeable. The findings indicated that, the ADP roles were clear to them and were perceived as well defined. This can enhance effective partnership. For those who disagreed, it serves as an indication that there are instances where some ADPs do not have defined roles and their work is interfered with, as a result of not having clearly defined goals to achieve, thus goals keep changing and approaches have to be readjusted to suit organizational current demands, thereby creating work inefficiencies through new assignments which may affect the organization due to partialities in fulfillment of roles.

In respect to the extent to which goals are streamlined and shared in the partnership, it was found that the goals of the partners were in majority of the cases found not to be in line with WVU's goals as expressed by 49% of the respondents, contrary to the 46% who agreed that they were following the same goals. Thus according to those who disagreed, it was noted that within the

ADPs, Village Development Committees (VDC) overtime become increasingly responsible for their ADP management. Not only do they implement and monitor project activities, but also have the right to determine the content of the development process as emphasized by the respondents. The findings also indicated that, the VDC of a particular village holds meetings to discuss what activities to implement, how to implement them as well as the timing of the implementation and that, the ADP committee tries to coordinate those activities in order to maximize the impact. The study findings in this way, imply, that this partnership cannot be effective if partners don't set a common goal that they (as partners) aim to attain and instead goals are left to be set differently.

Finally, the study sought views on whether the organisation shared and understood the vision among its partners. Results showed that 55% agreed, 36% disagreed, while 5% were not knowledgeable. According to those who disagreed, it was put forward that, when visions are shared with partners, this is for purposes of joining hands and subject to the findings from the interview, the respondents put forward that, there is a close relationship between first and second dimensional empowerment means.

4.5.3.1 Correlation between Common Goal and Effective Partnerships

On establishing the different views of the respondents, on how a common goal can influence the effectiveness of a partnership, the researcher undertook to correlate the two variables using Pearson correlation coefficient as seen in table 7.

Table 7: Correlations for common goal and effectiveness

Independent variable		*Dependent variable*
		Effective partnership
Common goal	Pearson Correlation	.516**
	Sig. (2-tailed)	.000
	N	60

**. Correlation is significant at the 0.01 level (2-tailed).

The results in the Pearson Correlation table revealed that, there was a mild but positive and statistically significant correlation between having a common goal and effectiveness of partnerships. This was evidenced from the Pearson Correlation value r, which was .516** and the significance value tailed at .000 at a marked level of 0.01. This in essence implied that the more WVU focused on having a common goal as an organization, the more effective the partnerships were likely to be.

4.5.4   Commitment in the Effectiveness of the WVU Partnership

Two questions about the commitment as a basis for effectiveness of partnership were posed to respondents. The findings are presented in Table 8 followed with an interpretation.

Table 8: **Commitment of the Partners**

Commitment	SD	D	DK	A	SA	Total %
Our partners are very committed to working towards the achievement of our organization's goal	19%	40%	0	31%	0	61(100%)
Our partners trust our ability to achieve the goals set	1.6%	59%	1.6%	13.1%	21.3%	61(100%)
There is a memorandum of understanding between us and our partners	19.7%	3.3%	6.6%	54.1%	6.6%	61(100%)
All activities scheduled by WVU/ADP are carried out	8.2%	39.3%	8.2%	6.6%	34.4%	61(100%)
All activities requested for by us are carried out	14.8%	16.4%	14.8%	47.5%	4.9%	61(100%)
ADP carries out meetings	21.3%	16.4%	1.6%	41%	16.4%	61(100%)
ADP coordinates/carries out training in the district	23%	13.1%	3.3%	44.3%	11.5%	61(100%)
WVU follows up on our work	23%	13.1%	4.9%	42.6%	9.8%	61(100%)

Views on the commitment of partners in the achievement of organization goals reflected that 31% of the respondents agreed that their partners were very committed to working towards the achievement of the organisation's goal, yet 59% of these respondents disagreed on partners' commitment to meeting organisation's goal. Thus, the finding suggests that in most cases partners tend to work towards meeting their own individual organizational concerns, than the goals of the partnership as a whole thereby making the partnership ineffective.

In terms of trust of the partners in the organisation's ability to attain goals, findings revealed that 24% of the respondents agreed that partners trust their ability to achieve the set goals whereas 61% disagreed on their partners trusting their abilities to achieve set goals, while 2% had no knowledge. The finding suggests that the majority of the partners mistrust one another's ability in attainment of set goals, which may be a result of the findings from the previous theme of not

involving partners in the decision making process which may raise suspicion and dubiousness about each other's intentions, thus leading to inefficiencies in the overall performance.

Concerning whether there is a memorandum of understanding between WVU and the partners, majority (61%) agreed, while 23% disagreed and 3% were not knowledgeable. The MOU can act as a roadmap and an accountability tool for the different parties in the partnership. This in effect can enhance effectiveness of the partnership.

4.5.4.1   Commitment of Partners and Effectiveness of the Partnership

The researcher further undertook to measure the commitment of partners and its influence on effective partnership and thus through the Pearson Correlation Coefficient, this was determined as seen in table 9.

Table 9: correlations of commitment of partners and effectiveness

Independent variable		*Dependent variable*
		Effective partnership
Commitment	Pearson Correlation	.298[*]
	Sig. (2-tailed)	.021
	N	60

**. Correlation is significant at the 0.01 level (2-tailed).

The results in the Pearson Correlation table revealed that, there was a negatively significant relationship on commitment and effectiveness of a partnership. This is evidenced from the Pearson Correlation value r of .298. The correlation is positive, implying that any improvement in terms of

62

commitment will be likely to result into an improvement in effectiveness of the partnerships. Further, the correlation is statistically significant (p=0.021), which is less than 0.05, the level at which the relationship was tested. This therefore implies that commitment can significanty contribute to the effectiveness of partnerships.

General Performance

In interviews with respondents, comments were given on the general performance of the partnership. Generally it was noted that, although the WVU partnership has a wider network of potential partners with a positive trend of donors and government to invest in the partnership, with a presence of partners, there has been little success in doing so. This being attributed to endless programme adjustments to suit local community needs and irregular meetings due to lack of adequate facilitation which reduces on the desirable level of communication, thus most of its programmed activities go unfulfilled or experience implementation delays.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1.   Introduction

In this chapter, the research findings are discussed in comparison with what other authors have reported in the reviewed literature on determinants of effective partnerships. From the discussions, conclusions will be drawn and recommendations made on the basis of such findings.

5.2.   Summary of key findings

From chapter four, finding from the study indicated that; institutional capacity, communication and information exchange, having a common goal and commitment have contribute towards effective partnerships in WVU. This was established from self- administered questionnaires to respondents and also during face to face interviews with key informants. The descriptive and inferential analysis also showed more empirical finding on the existing relationship between the variables under study.

5.2.1 Institutional Capacity

Results from the study showed that there was a positive relationship between inmstitutional capacity and effective partnership. A moderate correlation, rho = 0.361, sig. = 0.005<0.01 (2-tailed) indicated significant contribution of institutional capacity to effective partnership. This implies that an improvement in institutional capacity would result into more effective partnerships or otherwise the situation would be vice versa.

5.2.2 Communication and information exchange

The study findings also revealed a relatively moderate positive correlation between forecasting and the delivery of reproductive health commodities. The result showed $r = 0.478$, $p = 0.000 < 0.01$, (2- tailed). The relationship between the two variables was thus significant. The result explains that effective communication and information exchange are required for effective partnerships.

5.2.3 Common goal

The results of this study revealed that there was a strong positive correlation between having a common goal and effective partnerships in WVU, $r = 0.516$, $p = 0.000 < 0.01$, $N = 60$ (2-tailed). The obtained significance value (p) of 0.00 implies that the relationship between the two variables was very significant since it is less than the critical value of 0.01 in this case. The study findings implied that more attention towards having a common goal was associated with more effective partnerships, and the reverse was also true.

5.2.4 Commitment

The study findings also revealed a mild positive correlation between commitment and effective partnership. The result showed $r = 0.298$, $p = 0.021 < 0.05$, (2- tailed). The relationship between the two variables was thus significant. The result explains that commitment and effective partnership were related, and therefore commitment was a key ingredient in ensuring effective partnerships.

5.3. Discussion of the Research Findings

5.3.1. Institutional Capacity and Effective Partnerships

The research findings indicated that institutional capacity and effective partnership were positively correlated, and significant. Thus, there existed a positive and significant relationship between institutional capacity and effective partnerships. The study findings on institutional capacity indicate that the more available the capacities, the more likely the efficiencies if other determinants are held at a constant. Just like CARE, USA (2001) foresaw that, the impetus and responsibility for change must come from within and that institutional capacity building involves more than training, being an on-going process.

Thus despite the presence of the necessary human resources and capital, the partnership may still remain ineffective if there is no communication, shared goal, training among others.

This finding indicates that there are shortages in the financial capacities experienced in the partnership, which hinder organizational programmes from being carried out smoothly. This is despite the fact that the partnership has some complementary organizations as foreseen by Wohlstetter et al. (2005), on the necessity of organizations to partner as a way to complement each other but not necessary because they need help. This is indicative of the fact that, two hands are better than one. Organizations need to partner to complement each other in various ways not only in institutional capacity building, but also in arriving at the right decisions, because a stitch in time saves nine. A right decision may save the partnership from further unnecessary expenditures thereby improving on the partnership's financial shortages that may be experienced. Thus, because no man is an island, no single organization can stand in isolation to successfully execute its roles and for such purposes WV undertakes to partner.

In tandem with the findings, Mackay et al, (2002) foresaw that, to perform well, partnering and networking organizations require a well built institutional capacity, proper communication with a common goal to achieve in addition to commitment. It can therefore be submitted that WVU partners to have readily available resources for timely implementation in a transparent manner which can enable it to commit and direct resources to support activities for which they have been drawn thus minimizing misappropriations.

Further, CARE (2001) report pointed out that donors seek greater service delivery without willing to invest in enhancements that create sustainability for the local partners, similar to ChildHope (2002) contention that NGOs can't work without money and is the reason why they seek donor support. This is evident of the fact that they were entirely dependent. It can therefore be submitted that, WVU was previously not working towards capacitating communities which led communities not to be sustainable, but reliant on the organization thus, constraining the organizational resources and leading to ineffectiveness. This is contrary to Dowling et al. (2004) envisions that partnerships with appropriate institutional capacities are able to provide potential future partners with attractive incentives to join by displaying a favorable financial climate. This implies that for any partnership to have a sustainable future, it has to build institutions of the framework within which it operates which indeed was not the case with WVU in the beginning. Moreover such partnerships as supported by ICC (2004) have to create dispute resolution procedures and arbitration mechanisms to deliver legal structures necessary to operate in a complex legal environment. Thus the legal framework can be supportive in clearing any waves of misunderstanding that may arise and lead to splitting of the partners.

This finding is therefore indicative of the fact that WVU sought to partner to improve on the

environment which can foster a lasting future through enhanced capacities and under legally bound relationship with other organizations.

The findings suggested that good office premises create a good work environment free from noise and interference thus promoting abilities and efficiencies at work. Others disagreed on grounds that, even with good work premises the partnership can still be ineffective if it is understaffed and poorly communicates with its partners. To Jackson et al (2005) infrastructure was necessary for the success of a partnership which reflects why Fulo and Instead (1990) foresaw cooperation to purpose as a matter of fact that information, premises and equipments have to shared. This is reflective of the fact that organizations need to complement each other if they are to be successful. In other words they can be able to cover each other's gaps once in a partnership. This is in contention with Jackson et al (2005) on how a good collaborative partnership should secure infrastructure for project implementation similar to Wohlstetter et al (2005) forecasts on how some alliances are formed because organizations shared existing buildings, offsetting the costs of acquiring facilities.

Thus the partnering of WVU to secure a position for safe implementation of its projects, with complementary support in case of shortages of required physical or financial support.

Further, findings suggested that lack of equipment leads to delays and failures in execution of roles thus making partnership ineffective. For such a reason, Horton et al. (2000), foresaw a need for joining resources to be mutually beneficial in provide equity, just like Fulo and instead (1990) consider partnering for information sharing purposes other than for gaining a competitive position. WV in this case also partners to equalize opportunities by creating an environment of cooperation

and willingness to share equipment in case there is immediate need for such equipment which may be found to be not readily available or attainable at that particular point of need. Thus even without its own equipment, it can still implement its programmes by borrowing or sharing the available equipment within a partnership.

In addition, the findings suggested that with an insufficient number of staff, it is most likely that, there will be a work overload which may lead to, pending and unfulfilled tasks, rendering partnership inefficient, than when sufficient number is enrolled. As observed in the number of ADPs and the population that they serve, it is quite clear to show that WVU is understaffed which leads to heavy workloads and unaccomplished responsibilities. This is what Lorange et al (1999), critiqued on successful alliance. To Lorange et al, the success of an alliance relies on its internal formation process which indeed WV had not put in mind at the beginning, and which indeed pushes it to partner in order to support its insufficient manpower base. Just like Walker envisaged that partnership implies identifying, involving and working cooperatively with a network of strategic partners to achieve efficiencies, similar to Lorange et al envisions that selecting appropriate partners results in a solid foundation, thus the ground for WVU to partner.

The finding suggests that, staff is competent and able to carry out duties effectively, only that their numbers are not sufficient. This contravenes with Elmuti and Kathawala (2001) suggestion, on how an effective partnership must have committed senior management, a strong middle management team, and an adequately skilled general staff in other words, its human resourcefulness should be competent, where all partners can be sold on the idea.

In the context of the WVU partnership, this implies that much as staff is competent, it may

appear as not competent because of understaffing as staff can fail to implement tasks within the allocated time frame. It is for such reasons that Brinkerhoff (2004) recognized the importance of treating staff as primary valuable resources in a partnership as they are integral to the achievement of organizational goals and objectives and thus recommends for equalization of opportunities through fair, open and participative recruitment in addition to management and development or else distortions may be bound if capacity is uneven, which indeed is the case with WVU with understaffing of the technical personnel.

The study findings reflected that there is irregular training provided for staff. This therefore implies that although staff may be receiving training at WVU it is in most cases irregular and thus affects the effectiveness of the partnership, as grassroots needs may necessitate new approaches which require regular training to advance. It is for this reason that Dowling et al (2004) recommended for attention to be given to staff development to champion enthusiasm and activeness, contrary to Menter (2003) who focuses on capital resources in promoting an effective partnership. Bridges and Husbands (1996) in line with this view, clearly point out that to partner there must be a technical challenge to expand the expertise from delivering human development services to also become highly proficient at facilitating and supporting the efforts of others that are implementing programs and making decisions that contribute to achieving the objectives of the organization.

Indeed irregular training matched with an ongoing advancement of technology WVU partnership may remain ineffective it does not cover the poor advancement gaps to develop its human capacities. Moreover to CARE, USA (2001) report, capacity building involves more than training

being an on-going process and that outsiders can only catalyze the opportunities for change and thus don't give capacity but it is sought and impetus should come from within. In the researcher's opinion this implies that, even when institutional support is more readily available (both financial and technical) it is not that likely for members to be more effective in the partnership, but rather, they should be motivated to have an impetus to work and to appropriately direct the available resources, or else, inefficiencies will still be experienced in misallocations and misappropriations, unwillingness to work or reduced effort as team grows bigger, just as CARE USA (2001) compared it to a building that stops, when its carpenter does not come work.

Indeed CARE, USA (2001) still foresaw that, much as donors are interested in partnering and capacity building, they do it without valuing and willingness to invest, but need to be educated. This implies that, much as the resources may be available, partners need to be sensitized to gain an impetus towards the good of the partnership as they donate or else partnership remains ineffective. However, this finding is contrary to Smith and Wholstetter, (2004), envisions that partnerships come together as a way to receive outside funding by making promises to the donors to legally account for funds, deliver quality and quantity results on time and to build and maintain successful relationships with other organizations. Partnering may under particular circumstances only serve to keep up appearances to secure funds, thus availability of funds would still lead to inefficiencies as clearly brought out by Wohlstetter et al. (2005) who foresaw that organizations often decide to partner not because they are in need, but because they have complementary needs and assets, thus just playing a supportive role, but without having to ensure the effectiveness of the partnership.

As far as institutional capacity is concerned it can be suggested that although technical staff are competent, their numbers are not sufficient enough to serve the whole population of WVU

71

partnership and besides this lack resources. This finding implies that, much as staffs have the core competencies required to fulfill their roles effectively, they are not adequately supported by technical resources as required from various disciplines, which can render the partnership incompetent.

5.3.2. Communication and Information Exchange and Effective Partnerships

In the study it was found that, the relationship between communication and effective partnerships is positive and significant, implying that, holding other factors constant, if communication and information exchange is carried out effectively, it will result into an improvement in terms of effectiveness of partnerships.

The finding suggests that in most cases the communication is not formally done. This may result in inefficiencies in the operation of the partnership, when through informal messages the recipients tend to misinterpret what is being communicated and react oppositely to the intended instructions. For this view Kapp and Barnett, (1983), Mohr, and Nevin (1990) and Synder and Moris (1984) envisaged that the fact that communication processes underlie, and are critical of most aspects of the functioning of the organization.

This therefore implies that a partnership would be more effective if communication is particularly made formal as conditions of forgetting about the communicated issues can be minimized once communication is put in writing, this would provide a better functioning organization, one supported by Kapp and Barnett, Mohr and Nevin and Synder and Moris.

According to the study findings, there is an informal communication and information exchange. Study findings thus suggest that most information is unceremoniously delivered, with information that is so uncoordinated, thus such misinterpretations may lead to ineffective performances in the partnership.

In reference to ICC (2004), it is argued that, there is a common agreement that the determinants of an effective partnership include; a strong rationale and evidence base for the partnership through communication and information exchange; an inclusive consultation process which exhibits commitment of partners to attaining a desired goal; and a realistic assessment of the tools and funding required to enhance institutional capacity. Understanding, purpose and role are an important means of overcoming cultural differences between partners from different sectors (public and private). It fosters a strong and shared vision for the partnership itself, one in which partners feel equal in terms of commitment and how they are valued, and clear about their roles and accountabilities.

In relation to the findings aforementioned, this implies that WVU communicates directly to some of its members but does so indirectly to other partners, thus its communication is not a uniform one. This form of partnership arrangement is different from the one Mackay et al, (2002) advocate for. According to Mackay et al, to perform well partnering and networking proper communication to have a common goal and to be committed to the achievement of such a goal. This case is different from the partnership of WVU where communication where communication is a segregated process, yet this being a partnership, all the members need to receive information generally rather than specifically since as partners, they are all expected to contribute to the

wellbeing of the organization. This kind of communication brings about procedure differences in goal achievement because some partners are left out, thus creating inefficiencies in the general performance due to uncoordinated work activities.

This therefore implies that, because information is passed over on rare occasions, the partnership of WVU may become ineffective as time may be taken to adjust to current environmental changes if any, because partners may have varying goals, organizations being dynamic in nature.

In view of the study findings it is also reflected that, by virtue of its nature, the information is at ties untimely for particular groups in the partnership. This implies that, there is a likelihood of delays in reacting to issues raised because by the time information is passed over to the partners, another stage/level of change is desired thereby leading to ineffective performances of partnership. This is in contention with Blagescu (2004) who supported the idea of open and timely sharing of information in respecting communication culture for effectiveness and Jablin et al. (1987) who realized the importance of communication quality as a key aspect in information transformation, whereupon Draft and Lengel, postulations, the quality of information covers its accuracy, timeliness, adequacy and credibility.

This implies that with such aspects irregularities in the communication process, the partnership of World Vision is bound to experience inefficiencies.

This finding suggests that, communication is not a so open process in the WVU partnership, and if communication is not open to all, then most likely issues of significant concern will remain unanswered and unaddressed causing ineffectiveness in the performances of the partnership.

Communication according to the study findings was perceived as untimely, not open to all, without feedback and in most cases and of low involvement of partners in decision making as well as inaccurate. This is contrary to Jablin et al (1987) envision of communication quality being a key of success to a range of potential partnerships and MacNeil (1981) who envisaged that for continued growth there has to be honest and open lines of communication. In the same way Ivancevich et al (1994) foresaw media section as a critical aspect of effective communication that relies on feedback. Just like MacNeil (1981) and others acknowledge the importance of honest and open lines of communication to the continued growth of close ties between trading partners.With the communication process still closed to some partners, the World Vision partnership cannot operate effectively even with quality staff to do the job.

This study finding indicates that information is in most cases inaccurate, as held in the aforementioned findings that communication is mostly informally carried out. This implies that by the time information reaches the intended targets, it is already diluted and inaccurate because of duplications, thus unfit for instruction. This may lead to ineffectiveness in the performance of the partnership. But information sharing remains inaccurate then absence of cooperation is bound, just like Fulo and Instead (1990) contended that cooperation is for purposes of information sharing. For this biases are most likely to follow contrary to what Wood and Gray (1991) support for legitimacy in vision bearing and motivation.

The finding suggests that in most cases, communication is verbal and members most likely, may fail to pass over accurate instructions to others and yet on the other hand it is easy to forget about what is not expressed in writing as this leaves them with no point of reference.

Thus in order for World Vision to achieve the benefits of collaboration, then effective communications between parties are essential just like leveraged by Cummings (1984).

The study findings also reflected that communication was in most cases through phone calls or through an agent. This implies that the accuracy of the message is in most cases reduced. This is because information may not remain exactly the way it has been passed over, which reduces its impact and significance. In the same way the organisation's effectiveness is affected when desirable changes are not met as expected. For this Cummings (1984) foresaw that communication captures the utility of the information exchanged and its deemed to be a key indicator of the partnership's validity. This implies that if put clearly in writing then communication can serve as a reminder than when orally made and its quality is diluted.

Those that agreed to technological communication portrayed that, communication is at times through phone calls or over the internet. However this finding implies that this is the easiest way for WVU to communicate to its partners, but internet communication may not be the best for local partners in the villages because they may find it costly and inaccessible due to ignorance in computer usages, and limited availability of internet cafes in the rural communities. This therefore may leave important issues unattended to or rather delayed reactions which may affect the performance of the partnership. Thus Chadan (1997) supports for effectiveness of media to be evaluated basing on its capacity for feedback not factors such as physical appearance of the receiver of the message, nature and cost.

This finding thus suggests that, the WVU members do not directly participate in the decision making process at strategic levels, but rather, receive instructions instead, moreover these instructions may not be appropriate answers at the grassroots, because those involved are excluded while deciding issues that concern them, thus reducing organisation's ability to perform effectively. This is contrary to Anderson, Lodish and Weitz (1987) suggest that input into decisions and goal formulations are important aspects of participations that helps partnerships to succeed. Just like Driscoll (1978) associated satisfaction with participation in decision making. This implies that joint planning allows mutual expectations to be established and cooperative efforts to be specified. Thus if other partners engage in planning and goal setting then specificity of roles, responsibilities and expectations can be fulfilled.

The findings further suggest that in most cases when requests are communicated to WVU feedback is not communicated which may result in inefficiencies in the partnership's performance. This same situation is envisaged by Elmuti and Kathawala (2001) who realized that, communication is vital for partnerships because it is a key determinant of trust and that without effective communication, the alliance will inevitably dissolve as a result of doubt and mistrust".

This implies that an appropriate communication medium should be applied if trust is to exist among partners and not only this, communication should allow for a variety of opinions to be voiced to come up with a message that addresses the needs of all sections, in contention with Chandan (1997) who advocated for evaluation of media counting on feedback. Just as Ivancevich et al (1994) foresaw that media section as a critical aspect of effective communication.

The finding suggests that there is lack of power balances between the partners of WVU. This implies that members will most likely be demoralized and thus may wish to withdraw their effort and commitment towards work thereby yielding inefficiencies in the partnership.

However, despite the positive contributions of effective communication, this is not the case with WVU partnership. In the researcher's opinion therefore, it is needful to say that communication should be carried out through accurate means for instance in writing, and if verbally communicated, should be delivered to the right targets. To Mohr and Spekman (1994) the essence of successful partnerships is the extent of interdependence between the partners

This implies that World Vision partnership is being affected by a lack of power balances as distrust to rely on each other reduces.

5.3.3   Common Goal amongst Partners and Effective Partnerships

Results showed that having a common goal was a strong factor behind effectiveness of partnerships. This finding was in agreement with Blagescu's (2004) appeal for mutual respect of mission and values, for relationships to work, just like Mackay et al, (2002) envisaged that, to perform well, partnering and networking organizations require a well-built institutional capacity, proper communication, must have a common goal to achieve and ought to be committed.

World Vision partnership needs to motivate its partners to pursue a common goal by regulating on the power differences to motivate smaller and less powerful members in the partnership to bear the same vision.

The findings further suggested that, some members do not find it easy to tell between their work boundaries and that of others. This therefore implies that, there is a shift of responsibilities held, which may depend on the organisations' need or as owed by the shortages of staff revealed from

the first empirical theme. This interferes with the efficiencies at work owing to reallocations in tasks and may affect the partnership's effective performance.

Organizations need to ensure that there are clear policies and that individuals understand their roles as the one supported by Bridges and Husbands (1996).

Knowing one's individual responsibility in the ADP was attributed to the fact that, new roles kept on cropping time over, outside the originally determined work boundaries. It is therefore possible to state that, the partnership keeps assigning new roles to members in their ADPs depending on realized changes which makes it difficult for members to ascertain their limits, thus destructs their efficiencies as well as that of the partnership. For this reason, Horton et al (2003) proposes for partnerships to have guidelines and policies which cover ethical, substantive and procedural aspects where ethics play an important role. World Vision partnerships do not fully specify roles which leads to irregularities in the performance of staff when they are diverted form one role to another.

The study finding therefore indicates that the work of the ADPs is interfered with as a result of not having clearly defined goals to achieve, thus goals keep changing and approaches have to be readjusted to suit organizational current demands, thereby creating work inefficiencies through new assignments which may affect the organization due to partialities in fulfillment of roles. According to Bridges and Husbands, (1996) partnerships are facilitated by creating clear expectations and goals. This clearly emphasizes the need for the management team to clearly provide an approach for moving towards clearly developed goals, with specified boundaries. In the same vein Mullins (2002) notes that role conflict arises from ambiguity.

Streamlining and maintaining of goals and effectiveness of the partnership was yet another factor disagreed upon, that within ADPs, Village Development Committees (VDC) overtime become increasingly responsible for their ADP management. Not only do they implement and monitor project activities, but also have the right to determine the content of the development process as emphasized by the respondents.

The findings also indicated that, the VDC of a particular village holds meetings to discuss what activities to implement, how to implement them as well as the timing of the implementation and that, the ADP committee tries to coordinate those activities in order to maximize the impact. The study findings in this way, imply, that this partnership cannot be effective if partners don't set a common goal that they (as partners) aim to attain and instead goals are left to be set differently. In this sense Brinkderhoff (2004) envisaged the need of communication to reduce duplication of roles. This according to Murray (2001) would help to establish clear policies for commonsensical operations. This depicts the fact that without streamlining the goals and maintaining them, commitment is far from achievable, thus the effectiveness of the partnership will also remain largely compromised.

According to those who disagreed, it was put forward that, when visions are shared with partners, this is for purposes of joining hands and subject to the findings from the interview, the respondents put forward that, there is a close relationship between first and second dimensional empowerment means. Just like Porter et al (1974) foresaw on the usefulness of partnering as one way to achieve individual and joint goals without raising the specter of opportunistic behavior.

Yet according to Jakki and Spekman (1994) committed partners exert and balance short term problems with long term goal achievement.

The study findings further indicated that common goal and effectiveness are negatively correlated with a weak significance, implying that even if a common goal is set and understood, not all partners will dedicate their effort towards that goal, so with or without a common goal, the partnership may still prevail, thus a diversion from a set goal may not necessarily imply ineffective performance of the partnership.

The partners of WVU were also not found to be following the same goal with their lead organization, although they shared into the organisation's vision. Indeed this is contrary to the likes of Bridges and Husbands (1996), who commended that partnerships are facilitated by creating clear expectations and goals through collaborative efforts as may be decided by leaders as a way forward. Bridges and Husbands (1996) and their likes further foresaw the need for organizations to ensure that clear policies are in place for individuals to understand their roles. This is not the case with WVU where roles are noted to be readjusted depending the current needs and yet partners don't play a significant part in the decision making process. Just as the likes of Bridges and Husbands commented on how collaborations become derailed when leaders move on to take the next challenge without giving a clear image of the role of staff in the partnership for purposes of protecting against situations outside organizational policy. Chanden (1997) also supports role reflection, to avoid ill defining of work activities and ensure effective performance.

Thus the study submits that to a smaller extent, in cases of uncertainties or confusions in the role assignments the effectiveness of the partnership may be negative but significantly affected when members conflict with management, in line with Mullins (2002) view that role conflicts arise from ambiguities.

5.3.3. Commitment of Partners and Effective Partnerships

The findings of the study indicate that commitment had a mild but statistically significant correlation with effective partnership. The relationship was further observed to be significant, n implying that if partners are committed the partnership, there is likelihood that the partnership will be more effective. Davis, (1996) contends that with a complete needs assessment and statement of goals the partnership practices may particularly be important for collaborative initiatives, in building cooperative efforts. While according to Pruitt (1981), a trust is highly related to a firm's desire to collaborate. Thus with a high commitment among the partners, more trust will be built and the more effective the partnership will be.

This finding suggests that in most cases partners tend to work towards meeting their own individual organizational concerns, than the goals of the partnership as a whole thereby making the partnership ineffective. The study findings indicate that WVU partners are not committed towards attainment of a common goal, reason being that they are not involved in the decision making process. This may imply that, when they are not given chance to participate, they don't commit to the goals of the organization because they lack a sense of belongingness.

This same finding is in contention with Smith and Wholstetter who foresaw the need to examine the necessary depth of the partnerships, where according to the researcher necessary depth

involves concern for all the partners and partnership at large for purposes of encouraging partners to commit their human capacities to the organizational goals.

The finding suggests that the majority of the partners mistrust each others' ability in attainment of set goals, which may be a result of the findings from the previous theme of not involving partners in the decision making process which may raise suspicion and dubiousness about each other's intentions, thus leading to inefficiencies in the overall performance. To Brinkerhoff (2004), the ethical aspect of the desired principles binds individual organizations to involvement over time.

This encompasses building trust with and among the partners as earlier envisaged by Pruitt (1981) that trust as reliable obligation is highly related to firm's desires to build collaboration, indeed Zand (1972) realized the need for trust, and that its absence is deleterious to information exchange which is the case with WVU because it does take adequate measures in communicating to partners to build their confidence and love for the partnerships.

In a similar manner, Smith and Wholstetter (2004) suggest that there are two types of involvement: one-level and multilevel. One-level involvement engages one level of employees. Multilevel involvement includes multiple members who regularly engage the partners. Whether informal or formal, one-level or multilevel, the partnership's contents are important to consider as it is being developed and thus partners should think about what resources whether financial, human, physical, and organizational which might be exchanged and how sharing would benefit both organizations.

5.4.   Conclusions

The following conclusions were drawn in line with the study objectives.

5.4.1. Institutional Capacity and Effective Partnerships

The results suggested that, there is relationship between institutional capacities which is negatively correlated but significant, implying that, if institutional capacity is increased without bridging the gaps for members to gain a self impetus to attainment of the partnership goals, then the presence of institutional capacities may not be very helpful in attaining effectiveness. Thus if resourceful partners minimize the factors that lead to inefficiencies by acknowledging values and capacities as well as skills that other partners partner bring to the relationship then institutional capacities will improve effectiveness.

5.4.2. Communication and Information Exchange on Effective Partnerships

Communication and information exchange as determinants of effective partnerships were found to be negatively correlated. Administrative procedures and practices of the lead partner (WV) in most cases don't enable proper implementation of partnership principles. Partnership behaviour is influenced by pre-existing factors in the partnership environment for instance internal factors such as organisational policies, systems and culture, procedures for accountability, as well as external factors such as policies of key external stakeholders and economic trends.

5.4.3. Common Goal and Effective Partnerships

Common goal and effective partnerships have a negatively correlated but significant relationship.

The study therefore concludes that, the starting point for any partnership should be the recognition that development partners often have different backgrounds and experience, along with different needs and expectations. By virtue of their role in initiating the relationship and controlling the available resources, partners hold a disproportionate amount of power in relation to the lead partner, who generally plays an implementing role. This power imbalance undermines the mutuality needed for effective partnerships.

5.4.4. Commitment of Partners and Effective Partnerships

Effectiveness and commitment have negative correlation in partnerships, thus partnerships require start-up investments to establish internal support for partnership work. Therefore, partnership practices should aim at coordinating partners' policies while promoting greater flexibility, responsiveness and innovation to create a sense of belongingness. The rigidity of administrative procedures and practices of lead partners can only be addressed through commitment to the partnership and willingness to revise existing organisational procedures and practices.

Once a relationship has been established, it is crucial that the community partners have representation and input into all aspects of the partnership. Community groups should be included in decision making at all levels because they do inform research teams about the needs of the community, as well as what design is valuable and practical for their communities. Commitment is minimized due to the fact that, the partnership idea is closely interlinked to notions of capacity building, ownership and participation and the sense of equality cannot be realized in this case which leaves the partnership imbalanced and reduces the commitment of partners.

5.5. Recommendations

Reflecting on the conclusions drawn, the following recommendations were made to improve on the effectiveness of partnerships;

5.5.1. Institutional Capacity and Effective Partnerships

There is need to balance power among partners because this requires an indepth analysis of partners' strengths and weaknesses in order to identify their complementarities. This power balance can also be achieved by progressively transferring responsibility and ownership to the partner with less financial capacity, by encouraging joint decision making and ensuring that there are ongoing and open communication channels between partners.

5.5.2. Communication and Information Exchange on Effective Partnerships

There is need to develop cooperation, interpersonal relationships and processes of trust because these may lead to cooperative interpersonal relationships, and processes which may be helpful in promoting communication, mutual influence and joint learning.

There is need for lead partner to be directly be accountable to its partners since accountability is a communication process which can aid the managing of power relations between partners by evoking a sense of responsibility as well as holds the meaning of being responsible and being held responsible by others.

Organization needs to enhance an internal responsibility for shaping its mission and values, open for external scrutiny and for assessing performance in relation to goals of the partnership. This

may help in advancing and learning innovation as well as enable the organization to maximize its potential in relation to internal and external actors.

In addition, organization should improve on its advocacy through school clubs, church partnerships, spiritual programmes for staff in addition to this, the media coverage has the potential to drive results for the partnership campaign, but is, as of yet, an untapped resource by the organisation.

5.5.3. Common Goal and Effective Partnerships

Due to the undermining effect of mutuality which results from power imbalances, the study recommends that;

For effective partnerships, therefore, there is the need to rebalance power relationships between developing partner organisations and external funding agencies.

Partnerships should be built on shared visions and goals for society which imply mutual support and solidarity beyond the implementation of specific programmes and projects;

5.5.4. Commitment of Partners and Effective Partnerships

The structures in the ADP process should empower and encourage communities to have a significant amount of influence beyond the boundaries of their particular ADP. Such structural power might not just enable partners to influence decision outcomes but could also empower them to access decision-making process.

The study realized the potential disadvantages of giving the lead partner greater responsibility in the relationship. It is therefore recommended that, community-based organisations should be allowed to take greater role in project monitoring and subsequent project redesigning, this could greatly assist in fostering project ownership and enhance the potential for sustainability. Making clear the accountability of the project to the intended beneficiaries in this manner could also encourage them to ensure financial accountability with respect to project funds.

Partnerships should be dynamic relationships built on respect and honesty, in which partners strive for better understanding and appreciation of one another. This can be through accountability to one another, respecting each other's autonomy and constraints, and striving to foster a climate of mutual trust in all their partnership activities.

5.6.   Contributions of the Study

The study has examined how institutional capacity determines effective partnerships and has also explored the extent to which communication and information exchange determines effective partnerships. It has also been able to examine how commitment of the partners can affect the effectiveness of the partnership. This has enabled it to analyze how having a common goal among the partners can lead to effectiveness of a partnership and thus has provided possible remedies to effective partnerships among organization.

5.7.   Areas for Future Research

In the course of the study, other areas of possible research were identified. In future, other researchers should attempt to find answers to the following questions;

i)   How do partners share information?

ii)   What type of information is provided?

iii)   Do all partners and relevant stakeholder have access to this information?

iv)   How do partners share responsibilities?

REFERENCES

Anderson, M. Lodish, S, and Weitz, A. (1987). *Resource allocation behavior in conventional channels*: Journal of marketing research, 24, pp 85-97.

Blagescu, M. (2004) '*Global Accountability Project – Overview of the Revised Framework'*, GAP Paper 101, London: One World Trust.

Brinkerhoff, J. M. (2004) *Partnership for International Development: Rhetoric or Results?,* Boulder CO: Lynne Rienner Publishers.

CARE USA. (April 4, 2001). *Partnership Principles: What We Have Learned About Partnering and Institutional; Capacity Building Concepts*, USA.

Chanden, J.S. (1997). *Management Concepts and strategies*, New Delhi: Vikas Publishing House PVT Ltd.

ChildHope. (July 2002). *Position Paper on Partnership*, London: ChildHope.

Cummings, T. (1984). *'Trans-organizational development', Research in Organizational Behavior*, 6, pp. 367-422.

Dinker, R, and Defranco, A. (2005). *Collaborative partnerships in urban Environments: Working together to benefit all*. International Journal of contemporary Hospitality Management: Emerald Group Publishing Limited

Driscolly, A. (1978). *Trust and participation in organizations; decision making as predators of satisfaction,* Academy of Management journal, 21, pp.44-56.

Dowling Hall, E.T. and Hall, M.R. 2004). *Conceptualizing successful partnerships*, Journal *of World Business*, Yarmouth, Maine: Intercultural Press 33:4.

Elmuti, D and Kathawala, Y. (2001). *An Overview of Strategic Alliances*, Management Decision: Abt Associates Inc, 39:3.

Hall.R.H. (1997) *Organizations: Structure, processes and out comes*. Sixth edition, India: Prentice Hall.

Horton, D, Edwards, M and Hulme, D. (2003). *Evaluating Capacity Development, Experiences from Research and Capacity Development Organisations around the World*, ISNAR/IDRC/CTA: London: EarthPrint Publications.

International Chamber of Commerce (2004). *Business for a Better World: Partnership Initiatives*. www.iccwbo.org/home/business_better_world/partnership_initiatives.asp

Ivancevich, J.M, Loverenzi, P., Skinner S.J, Crosby, P.B (1994). *Management and quality Competitiveness*, United States of America: Von Hoffman Press Richard D. Irwin Inc.

Jablin, F., Putnam, L., Roberts, K., and Porter, L. (1987). *Hand book of organizational communication*, Newbury park, C.A Jackson, F.H: Sage publications.

Jakki, M and Spekman, R. (Feb., 1994). *Characteristics of Partnership Success: Partnership Attributes, Communication Behavior, and Conflict*: Justor website, as of Thursday 20th May 2010.

Kabbaja, O. (2003). *The challenges of African Development*, New York: Oxford Publishers.

Kapp, J. and Barnett, G. (1983). *'Predicting organizational effectiveness from communication activities: A multiple indicator model'*, Human Communication Research, 9, pp. 239-254.

Krejcie, R.V. & Morgan, D.W. (1970). *Determining sample size for research activities*: *Educational & Psychological Measurement*, 30, 607-610.

Lorange, P., Roos, J. and Smith, P. (1992), *Building Successful Strategic Alliances*, Long Range Planning, 8:4 pp10-17.

MacNeil, I. (1981). *Economic analysis of contractual relations*. Its shortfalls and need for rich class factory apparatus. Law Review, 75,: North western University. pp 1018-1063.

Mbaaga, F.(1989). *Problems of research in Africa with special reference to sociology*, *in teaching and research in anthropology and sociology in Eastern Africa universities*, Seyoum, El-W. Kameir (eds), P.99-116 OSSREA: Addis Ababa (Ethiopia).

Menter, R. (2003). *The Do's and Don'ts of Successful Strategic Alliances*, Macdonald Consulting Group: www.bnet.com

Mugenda, O.M and Mugenda, A.G.(1999). Research Methods, Nairobi:ACA press.

Mohr, J and Spekman, R. (1994). *Characteristics of partnership success: partnership attributes, communication behaviour and conflict resolution techniques*. Strategic Management Journal, 15 (2), 135-152.

Mohr, J., and Nevin.J.R. (1990). *Communication strategies in marketing channels. A theoretical perspective*. Journal of marketing, 54 (4), 36-51.

Mullins, L.J. (2002). *Management and Organizational behavior* (6th ed), Financial times, Harlow England: Prentice Hall.

Macdnovald, S and Chrisp, T. (2005). *Acknowledging the purpose of partnership*. Journal of Business Ethics. 307-317. Jstor website, as of Thursday 20th May 2010.

The Managers Electronic Resource Centre (2004). Lay the Foundation for an Effective Partnership.
http://erc.msh.org/mainpage.cfm?file=2.2.1n.htm&language=english&module

Wohlstter, P., Smith, J., and Malloy, C.L. (2005). *Strategic alliance in action: Towards a theory of evolution.* The policy studies Journal 33 (3), 419-442. Retrieved April 2010, from EBS Cohost database.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

Introduction

Dear respondent,

My name is Kisembo Esther. I am a student at Uganda Management Institute. Am carrying out a study on determinants of effective partnership among NGOs in Uganda, and WVU is my case study. Results of the study will help organizations involved in the partnership to understand how partnerships work. I request your permission for an interview. The views to be shared with me will be used for purposes of this study and will remain confidential.

Background information

Please tick or circle the answer in cases where options are given

1. In which year did you become a member of WVU?

2006	1
2007	2
2008	3
2009	4
2010	5

2. Which is your ADP/organization/group found?

Nakaseke	1
Nakasogola	2
Mukono	3
Mpigi	4

3. In what capacity do you present your organization or group?

Programme manager   1

Community development facilitator   2

Partner   3

Could you please indicate by putting a circle or ticking the correct column which statement you agree with, whereby 5= Strongly Agree, 4 = agree, 3=Don't know, 2= Disagree, 1= Strongly Disagree

Institutional Capacity

4	The organizational receives sufficient financial resources	5	4	3	2	1
5	The availability of funds has increased the ADP performance by the activities being implemented on time	5	4	3	2	1
6	Many donors are interested in future finding of the programmes	5	4	3	2	1
7	The quality of the office premises contribute to effective performances	5	4	3	2	1
8	The offices are well equipped (computers, printers, furniture, etc)	5	4	3	2	1
9	The organization has enough staff for effective performance	5	4	3	2	1
10	The technical staff are very competent in their positions (have right skills and knowledge)	5	4	3	2	1
11	The staff are regularly trained	5	4	3	2	1

Communication Exchange

12	The communication between WVU and us is open	5	4	3	2	1
13	The information received is ever accurate	5	4	3	2	1
14	The communication is between us and our partners is always timely	5	4	3	2	1
15	We communicate directly to WVU	5	4	3	2	1
16	Communication to us is formal, i.e. it gets to us through official channels like WVU to focus persons in the district	5	4	3	2	1
17	Information/communication gets to us through rumors and it is uncoordinated	5	4	3	2	1
18	We are communicated to verbally (telephone, face to face, etc)	5	4	3	2	1
19	We are communicated to in written form (letters newsletters)	5	4	3	2	1
20	We are communicated to through technological means (i.e. emails)	5	4	3	2	1
21	We are involved in the decision making at a strategic level	5	4	3	2	1
22	When we communicate our requests we get feedback	5	4	3	2	1
23	There is a balance of power between us and our partners	5	4	3	2	1

24.Under what circumstances does WVU communicate to you?

………………………………………………………………………………………………

………………………………………………………………………………………………

………

………………………………………………………………………

25. Is the language used by WVU effective?

………

………

………

…………………………………………………………………………

26. In your opinion, what do you think is the most effective method of communication and

why?

a) Verbal (i.e. telephone, face, to face, etc)

b) Written (i.e. letters, reports, news letters

c) Technological information (i.e. email)

d) None

why?...

....

27. Have you encountered any problems with any of the methods of communication used? If

yes, explain

………

………

…………………………………………………………………………………………

28. Are there any financial, human or material sources issues you think are hindering WVU

from performing well? If yes, please explain.

……………………………………………………………………………………………………

………………………………………………………………………………………

Common Goal

29	We know the overall responsibility of each party in the partnership	5	4	3	2	1
30	We know the overall responsibility /role of our ADP	5	4	3	2	1
31	The overall responsibility /role of ADP is clear to us	5	4	3	2	1
32	The goals of our organization are in line with those of WVU	5	4	3	2	1
33	Our partners have shared with us their vision and we understand their vision	5	4	3	2	1

Commitment

34	Our partners are very committed to working towards the achievement of our organization's goal	5	4	3	2	1
35	There is a memorandum of understanding between us and our partners	5	4	3	2	1
36	Our partners trust our ability to achieve the goals set	5	4	3	2	1

Partnership performance

All activities scheduled by WVU/ADP   5   4   3   2   1
are carried out

All activities requested for by us are   5   4   3   2   1
carried out

ADP carries out meetings   5   4   3   2   1

ADP coordinates/carries out training in the   5   4   3   2   1
district

WVU follows up on our work   5   4   3   2   1

38. In your opinion, do you think ADP's are carrying out their roles?

a) Yes   [   ]

b) No   [   ]

Please explain your answer

…………………………………………………...

……………………………………………………………………………………

39. In your opinion, how would you rate the performance of ADP in the district?

a) Good   [   ]

b) Poor   [   ]

APPENDIX 2: INTERVIEW GUIDE

Introduction

Dear respondent,

My name is Kisembo Esther. I am a student at Uganda Management Institute. Am carrying out a study on "Determinants of Effective Partnership among NGOs in Uganda", and WVU is my case study. Results of the study will help organizations involved in the partnership to understand how partnerships work. I request your permission for an interview. The views to be shared with me will be used for purposes of this study and will remain confidential.

1. Who initiated the partnership?

2. mention the stakeholders who were instrumental in drawing up the partnership agreement

3. What is the aim of partnership?

4. Comment on the membership of the partnership-(who joins, how, open or close to a certain number of membership

5. Do you know the roles of each party in the partnership? If yes, mention them.

6. Are those roles clear to you?

7. Any comments about the roles in relation to partnership performance.

8. under what circumstances/ when does communication usually occur in partnership

9. What is the style (formal or informal) or communication in partnership?

10. Please explain the channels of communication that information follows in partnership

11. What method of communication have these methods been effective?

12. Any comments about communication in relation to performance?

13. Does partnership have funding and is it effective?

14. what human resource issues have you encountered in partnership (i.e. competency)

15. What physical input and other material are required in carrying out this work. Are they available?

16. Any comment about resources in relation to the performance?

17. How are decisions made in the partnership?

18. What constraints does your WVU face in this partnership?

19. Any general comments about the performance of partnership (i.e. improved access to services, increased activities and membership in the region, general performance, etc)

20. How do you rate the performance of the partnership?

21. What is in your view explains the rating?

22. What achievements in line with development does WVU boast of that have resulted from the partnership?

23. How different would the situation be without a partnership?

APPENDIX 3: Table for Determining Sample Size from a Given Population

N - S		N - S		N - S		N - S		N - S	
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Source: R.V. Krejcie & D.W. Morgan (1970 Pg 608)*N is the population size. *S is the sample size.

APPENDIX 4: INTRODUCTORY LETTER