

# **MIDLANDS STATE UNIVERSITY**



## **FACULTY OF SOCIAL SCIENCES**

### **DEPARTMENT OF MEDIA AND SOCIETY STUDIES**

**TOPIC: AN ASSESSMENT TO “COMMUNICATION STRATEGIES USED  
BY WORLD VISION TO ALLEVIATE POVERTY IN NKAYI  
COMMUNITY” 2014-2015**

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**GWERU, ZIMBABWE**

# An assessment of “Communication strategies used by World Vision to alleviate poverty in Nkayi community” 2014-2015

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## **DECLARATION BY STUDENT**

I, Vigelence Ndou (R12388G) declare that this dissertation is my original work that has not been previously been published or submitted to any other university. In writing this dissertation, proper citation and acknowledgement of sources have been strictly adhered to in line with the copyright Act and ethical requirements.

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## **CERTIFICATE OF SUPERVISION**

I hereby certify that I personally supervised this dissertation in accordance with departmental regulations and the university’s General Regulations. On that basis, I confirm that the dissertation is examinable.

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## **DEDICATIONS**

To Ngelie and Ree.

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## **ACKNOWLEDGEMENTS**

I give all thanks to the Almighty God who gave me strength and courage to reach this far with my studies. Glory be to God the most high.

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## **ACRONOMY**

ADP-Area Development Programme

GN-Gift Notification

GIK-Gift in Kind

ICT- Information of Communication Technology

ICT4D- Information Communication Technologies for Development

MACS-Marketing and Communication in Sponsorship

MDG-Millennium Development Goals

PFO-Program Finance Officer



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## **Abstract**

The study focused on the communication strategies used by World Vision to alleviate poverty in Nkayi community from 2014 to date. Communication is essential for every organisation to survive in its operational environment and to create a rapport and mutually understanding with the surrounding community. The study also focuses on identifying the communication strategies that are used by World to alleviate poverty. The study had to assess the effectiveness of communication strategies used by World Vision and the extent to which the community of Zhende and Mantoni in Nkayi expressed satisfaction. The study was influenced by two way communication, stakeholders salience and open system theory. Furthermore, the study explored qualitative and quantitative research design to attain results that are closer to validity and reality. Interviews, questionnaires and participation observation were used to tape information from the targeted population who are World Vision workers from various departments and community members in Mantoni and Zhende. The study seeks to establish the importance of communication by non governmental organisation like World Vision, and the extent to which poverty can be reduced.

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## CHAPTER 1

### 1.1 Introduction

The study focused on the communication strategies used by World Vision from 2014 to date, to assist the Nkayi community, particularly Manton and Zhende village in reducing poverty. Communication is a process whereby messages are transmitted and distributed in space for control and people (Carrey 1989:13). The study is essential in the sense that it would assess the effectiveness of strategies used by World Vision to alleviate poverty in Nkayi community. The study would be guided by triangulation which is a mixture of qualitative and quantitative research. This would enable the study to attain results that are closer to validity and reality. It would be also guided by theories of open system, stakeholder salience and two way communication. Furthermore, the study employed in depth interviews, participant observation and questionnaires as methods for data gathering. This would assist the study to get effective results since some people might not freely give accurate answers in face to face interviews. In addition, the study seeks to find out if communication strategies used by World Vision reinforces two way communication that creates mutual benefit between Nkayi community and World Vision from 2014 to 2015. Effective communication in an organization like World Vision can be achieved through implementation of corporate strategies that involve stakeholder participation address the needs of the communication in order to alleviate poverty in Nkayi. Corporate strategy is functional and operational strategy that is concerned with how corporate communication can develop communication programmes towards different stakeholders.

### 1.2 Background

World Vision is an Evangelical, relief and developmental organization whose goal is to follow the Lord and Jesus Christ in working with the poor and oppressed to promote human transformation. World Vision is one of the largest relief and development organizations in the world. The late Bob Pierce was the founder of the World Vision organization.

The dilemma of children which Bob Pierce saw on his and later trips to China and Korea affected him deeply. They encouraged him to write in the front of his Bible: ‘Let my heart be broken by the things that break the heart of God.’ He made it his passion and commitment to find a way of supporting missionaries and other local people he met on his trips, who were caring for

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orphans and widows. This resulted in his founding World Vision in 1950. World Vision later on spread to developing countries in a way to alleviate poverty that was emerging in those countries. During the 1970s World Vision began training families to build small farms by teaching agricultural skills. By doing so, the organization was using certain communication strategies to communicate their techniques to reduce poverty rate in certain countries. World Vision started to aim towards making lasting effects in the communities they were helping by promoting self-reliance. Around the world, World Vision is working in partnership with more than 400 million people in nearly 100 countries in their struggle to alleviate poverty, hunger and injustice and religious beliefs.

World Vision began operating in Zimbabwe in 1973, mainly providing assistance to children’s homes and offering relief to Zimbabweans in refugee camps . After independence in 1980, focus changed to rehabilitation and development programs to accommodate returnees from exile and previously displaced groups. Over the years World Vision has transitioned to a large-scale community development programs designed to address community needs with a specific focus on children, using participatory planning approaches and ensuring sustainability. Today, World Vision is one of the largest humanitarian organizations in Zimbabwe, operating relief and development projects across the country benefitting more than one million people in twenty seven ADPs (area development programme) across the country. The World Vision Nkayi has come up with its communication strategies in trying to alleviate poverty in Nkayi community.

Mass communications, interpersonal communication, and health communication are just some of the specialties that can be found under the communication curriculum of major academic institutions in countries around the world. Also included are international, speeches, intercultural, applied, organizational and political communication. This list could be expanded even further to include journalism, media production, information and communication technologies, public relations, corporate communication, and development communication, indicating the diversified and multifaceted nature of communication. This study focuses on the communication strategies that are used in Nkayi to alleviate poverty.

Poverty reduction is increasingly becoming a right-based issue. The international community has

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accepted it as a universal norm through the Millennium Development Goals (MDGs), which is being reflected at the national level by the initiation and implementation of the Poverty Reduction Strategy Papers (PRSPs) in many developing countries (world bank 2010). PRSP has a strong interface with governance. This would expectedly increase public accountability, enhance national capacity, and mobilize national efforts and resources against the most daunting challenge of development in Africa-poverty.

There are significant differences in poverty rates among the provinces. Matabeleland North has the highest poverty rate in the country, with 70 per cent of its inhabitants classified as poor or extremely poor. This statics has lead the researcher to choose Nkayi as a case study since it is between the poorest provinces. Poverty is also concentrated in the south-eastern provinces of Manicaland and Masvingo, which are among the driest and least productive areas in the country. World bank (2000) argue that, with the rise in unemployment and consequent male migration away from rural areas, households headed by women are increasingly common. These households are nearly always the most disadvantaged.

In the study, the research can deduce that the root causes of poverty in Zimbabwe can largely be attributed to the disintegration of the traditional African society following the inception of colonialism. It cannot be disputed that casualties of poverty in traditional society were kept at a minimum because interaction between family care, community support and institutional provision was especially intricate. This was so because the ideological framework insisted that individualism was alien to the African culture, hence the extended family system served as a social safety net for the poor.

### **1.3 Statement of the problem**

The problem statement of the study is as follows: “Effectiveness of communication strategies employed by World Vision in dealing with the Nkayi community in reducing poverty. The study also assesses the channels of communication used by World Vision for creating mutual understanding with its key stake holders. Therefore it is important to find out how the Marketing and Communication in Sponsorship (MACS) department practices effective communication at

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World Vision in addressing poverty alleviation. The study would also assess if communication strategies used by World Vision enhances two way communication that is transactional with Nkayi community.

## **1.4 Scope of the study/Delimitations**

The researcher is carrying out this research to further her understanding of communication studies. During internship at World Vision Nkayi the researcher noted some challenges on the communication strategies that were employed to exchange information with the Mantoni and Zhende villagers. This resulted in the researcher to be interested to find out more on the communication strategies used by World Vision, if they are effective. Methods of data gathering that are employed by the researcher would affect the results of the research. The triangulation sampling method was used. Nkayi is an area which is amongst areas that have low literacy rate. Very few people in the community are able to read and write. Hence questioners will not be hundred percent effective since some of them would not be able to answer. Therefore, the researcher would allow the questionnaires to be answered in her presence in order to assist those that may not be able to deduce meaning.

## **1.5 Significance of the study**

The study would make an attempt to find out various communication strategies used by World Vision in Matebeleland North to better their lives. Communication for development is a salient issue which needs to be understood through research. The study is relevant to Media and Society studies, guided by the principles and practices of modules such as theories of communication and theories of development and democracy. The study applies the knowledge of public relations on whether the communication strategies used by World Vision Nkayi are effective on alleviating poverty. This would assist in finding out if World Vision is practicing excellent communication which is part of public relations. Jefkins (1998) defines public relations as the planned and sustained effort to establish and maintain goodwill and mutual understanding between the organization and its publics. In this study the public are the local members of Nkayi community from Zhende and Mantoni village. Particular attention is given to the current communication



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channels that are used by World Vision to alleviate poverty. The study also assess if the channels used for communicating with the community suits well the community. Dialogical communication that addresses the stakeholders’ needs should be implemented by nongovernmental organisation to better ordinary citizens’ livelihood. This is to find out if they are no gaps or weaknesses in communication engaged by the MACS department. Considering the low literacy rate the study is hoping to come up with ways of communicating that will accommodate individuals that cannot read in order to reduce poverty as a community.

## **1.6 Objectives**

- To establish communication strategies employed by World Vision to reduce poverty to Nkayi community.
- To assess the effectiveness and relevance of World Vision's communication strategies used to reduce poverty in Nkayi.
- To assess the importance of communication in poverty alleviation, specifically to the Mantoni and Zhende community .
- To establish the strengths and weakness of the communication strategies currently employed by World Vision when dealing with Nkayi community.
- To find out how communication strategies used by World Vision enhance reciprocity.

## **1.7 Main research question**

- How effective are the communication strategies used by World Vision in dealing with Nkayi community?

## **1.8 Sub research questions**

- What communication strategies are used by World Vision from 2014 to 2015 as an attempt to reduce poverty to the Nkayi community?
- To what extent are communication strategies do enable two way communication in Nkayi community as an attempt to poverty alleviation?

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- How does the community respond to the strategies used by World Vision to exchange information as an attempt to better their live hoods?
- What are the challenges and prospects on communication strategies used by World Vison when dealing with Nkayi community?

## **1.9 Assumptions**

- World Vision uses effective communication strategies to the Nkayi community to reduce poverty.
- The communication strategies employed by World Vision reinforces two way communications that is effective to the Nkayi community.
- The MACS department places Nkayi community at the centre of communication to better their livelihoods.
- World Vision is largely influenced by stakeholder salience theory in addressing the Nkayi community challenges.

### **1.1.1 Limitation of the study**

The study focuses on communication strategies employed by World Vision to alleviate poverty of the Nkayi two communities, Mantoni and Zhende. World Vision has been prioritized to be studied, since it is found amongst the big NGOs in the country in dealing with poverty issues. The researcher was an intern in 2014 hence World Vision has been prioritized. Communication strategies that would be under study are those from 2014 to 2015. The research would focus on communication strategies being used by World Vision, narrowing it to MACS department, which deals with communication issues. Nkayi community as a whole would not be studied, however the researcher focuses on two villages, Mantoni and Zhende. These two villages are easy to access in terms of road structure and they are part of the area development programme (ADP) that World Vision is covering in alleviating poverty.

Data gathering methods such as questionnaires and structured interviews employed by the researcher would be limited to ask some questions which are not on the paper. Some of the

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interviewees might be shy to seek clarity where they do not understand, leading to bias information. However, to avoid such loopholes, the researcher would make it clear and free that the interviewee are free to ask, where ever they do not understand. The return of questionnaires might not be hundred percent. Hence the researcher would make sure that the questionnaires and filled in her presence and collected as soon as possible.

## **1.1.2 Research structure**

The research consists of six chapters. Chapter 1 introduced the research and the importance area to be covered. Chapter 2 dealt with literature review and theoretical framework, chapter 3 looked at the research methodology. Chapter 4 gave an analysis of the organizational structure. Chapter five consists of data presentations and chapter 6 gives the summary, recommendations and conclusion to the study.

## **1.1.3 Conclusion**

The chapter introduced the research problem to be dealt with, contextualised the research topic by providing rich background to the study and framed the main and sub research questions. Communication strategies used by World Vision to the Nkayi community is of great importance to assess especially on how they can be an effective tool to develop the community. The next chapter shall be looking at the literature review and theoretical framework.

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## CHAPTER 2

### Literature review and theoretical framework

#### 2.1 Introduction

This chapter defined related literature and theories to the study that seeks to assess communication strategies used by World Vision to alleviate poverty. The related literature would be supported by theories that contribute to communication.

A literature review is an analysis of all that has been jotted about a particular topic or research question. The main aim of the literature review is to discover what has been written about the research topic before. Corporate communication, development communication, corporate reputation and concept of communication would be reviewed. This would assist to identify gaps that the current study attempts to fill. Key scholars in the study include Cornelissen (2008), Reddi (2009) and Fielding (2009). These scholars gave a critical appraisal on communication and would assist to evaluate if whether World Vision is practicing effective communication or not, to the community of Nkayi. The relationships between the issues of who, what, why, when and how in relation to the literature reviewed are addressed. Thematic approach would be engaged in reviewing literature. Theories of stakeholder salience, open system and two way communication would be use in guiding the research. Strengths and weakness of the literature reviewed would also be evaluated.

#### 2.2 Corporate communication in Nkayi

Corporate communication was developed 158 years ago. The move towards less stable, more competitive markets and harsher economic circumstances led to constant redefining of the scope and practices of communications in many organisations. It is argued that corporate communication evolved from persuasion and propaganda to more open and symmetrical dialogue between an organisation and its stakeholders in their environment. The corporate communication practitioners coordinate communication from a strategic level in the organization in order to build, maintain and protect the company reputation. McCalman (2008:146) suggests that the organizations must not lecture, but communicate by the means of meetings, discussions, presentations, education and training. The study would examine whether the communication strategies used by World Vision to alleviate poverty are communicated to the stakeholders

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without bias. Corporate communication postulates that today's society, the future of one company depends critically on how it is viewed by key stakeholders. However, most companies take issues to do with external stakeholders to be of less importance thereby concentrating on the business side forsaking the stakeholders. The study will therefore assess on whether the communication strategies used by World Vision value the community of Nkayi to what extent.

Corporate communication is a management function that offers a framework and vocabulary for effective coordination of all means of communication with the overall purpose of establishing and maintaining favorable reputations with the stakeholder groups upon the organisation is dependent (Cornelissen:2008). Therefore, corporate communication can also be viewed as focusing on the organization as a whole and the important task of how an organization is presented to all of its key stake holders, both internal and external. The MACS department in World Vision Nkayi allows the free flow of information from the community to the organization and vice versa without bias. Through corporate communication the organization builds its corporate reputation to both the internal and external stakeholders. The valuing of each and every stake holder by the MACS department illustrates importance of stakeholders by World Vision. Providing communication strategies for the community to reduce poverty illustrate that the community is of more importance to the organisation. Corporate communication suggests that the communication professionals must be allocated managerial position in the organization and be less to be thrown to role of communication technicians focusing on graphic and designing. This highlights corporate communication as essential in the organization however, in most organisations the employers does not recognize the importance of communication officers to be positioned in a high level.

Corporate communication has strength of identifying how corporate communication can be effective in organisations. It clearly states that an organisation must have an ability to enact a strategic role. The communication professionals who can communicate effectively with stakeholders are suppose to be given a senior management post in the organisation. This assists the organization to be effective in terms communicating. However, Cornelissen (2008) highlights the actual fact that the organisation does not freely accept communication officer to be among

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the top managerial board. This is a weakness since corporate communication does not reflect on ways that could assist communication officers to be positioned as managers rather than communication technicians who mainly deal with designing communicating tools.

Corporate communication's purpose is to communicate the mission and activities of the organization, mostly to external audiences (Mefalopus 2008:5). In this case World Vision communicates through media products and outputs to promote its mission and values as well as informing selected audiences about relevant activities.

### **2.3 Development communication through World Vision communication strategies**

Development communication refers to the systematic application of processes, strategies and principles of communication to bring about positive change by supporting sustainable change in development operations. The guiding principles include gender mainstreaming, equity, diversity, tolerance and partnership that promote change and solidarity in the community. In development communication, communication is used to engage stakeholders and devise effective strategies leading to better and sustainable development initiatives. Development communication's purpose is to communicate the mission and activities of the organization, mostly to external audiences (Mefalopus 2008:5). In this case World Vision communicates through media products and outputs to promote its mission and values as well as informing selected audiences about relevant activities.

Development communication involves communication programs for a community driven development (Mefalopulus:2008). In order for development to be successful in a community, communication strategies employed should engage the stakeholders to participate effectively on the projects that are developed by an organization. World Vision engages with the community on the projects that are initiated in the community. The food and security project of garden in the ADP involves the community by allowing them to fence the gardens on their own. Development has been recorded as a failure. This is because of failure to use effective communication and lack of participation by stakeholders of an organization in order to reduce poverty in a community (Agunga: 1997; Mefalopulos: 2003 and Servaes (2003).Exchange of ideas and opinion

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interaction with stakeholders in designing and redesigning meeting must meet the needs of the community. Development communication therefore must aim at developing social consciousness, personal responsibility towards one's community and country. The study would assess if the communication strategies used by World Vision are effective in alleviating poverty.

In contemporary way of engaging communication development, there is the introduction of information communication technologies for development (ICT4D). This concept refers to the role played by technologies such as digital media and electronising in order to empower the community at the same time developing it. World Vision Nkayi established electronic learning to Mpumelolo high school where students conduct their lesson using Ipads. However, it should also be noted that there are certain difficulties and problems that accompany the introduction of ICTs for development. One aspect is the issue that the usage of ICTs for development requires heavy investments in technology and infrastructure. From an economic point of view, there are high costs associated with the software and the hardware components of ICTs for individuals in developing countries, placing these commodities outside the reach of most people. In the case of the Internet, there are also access and connectivity costs to consider (Mefalopulos, 2008:61). Apart from the economic constraints, there are also technological and cultural issues to consider. Phone- and electric lines need to be built and regularly maintained, and from a cultural angle, local communities might be exposed to foreign content that seems strange to them, overtaxes them or prompts change in their behaviour, customs and traditions (Mefalopulos, 2008:62). Development communication definitely can be the key to the future for a nation especially a developing one, if used properly not only in aspects of technology but also in an ethical way.

Mefalopus (2008) points out that development communication supports sustainable change in development. Rogers (2008) points out that failure to adopt development communication practices, jeopardizes project's success and sustainability. World Vision's communication strategies must be driven to alleviate poverty in the community. Exchange of ideas and opinion interaction with stakeholders in designing and redesigning meeting must meet the needs of the community. Development communication therefore must aim at developing social consciousness, personal responsibility towards one's community and country. The theory has

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some strengths basing on the fact that participation is key to in eradicating poverty. It is viewed as a catalyst that speeds up development. Once each and every individual partake in trying to alleviate poverty, the community will be dancing the same tune and it would reap better results that are expected. Participation also leads to responsibility to maintain projects in good standards. Exclusion of stakeholders to participate in poverty reduction is the reason why poverty remains a problem in most of places Mafapolus (2008). He further states that if we include society in through the dialogic use of communication would totally reduce poverty by a significant number. The study would examine if the communication strategies enhance two way communication which is transactional.

Poverty alleviation is among human development. The article 6 of general assembly (1997) asserts that development for communication stresses the need to support two way communication systems that enable dialogue and that allow communication to speak out, express their aspirations and concerns and participate in the decisions that relate to their development. Rome consensus (2006) views development for communication as a social process based on a dialogue using a broad range of tools and methods. It is also about seeking change at different levels, including listening, building trust, sharing knowledge and skills, building policies, debating and learning for sustained and meaningful change. World Vision has employed the strategy in order to address poverty alleviation in the community. The organization has formed a strong group of grassroots communicators which were chosen among the community. The group of grassroots communicators (noted as journalists), gather success stories from the community to the organization that are used to alleviate poverty. World Vision communicates with everyone who is affected and affects the existence of the organization in Nkayi. Children who are sometimes given blind eye when it comes to development are confronted by the organization seeking to find their thoughts on how they would like to view their community after poverty has been eradicated. Children communicate their thoughts through drawings. For example children draw their dream school and homes to their respective sponsors hence enlightening the sponsors on how they can assist to develop Nkayi community.

Development communication implies respect for the human person, respect for his intelligence



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and his right to self determination. The world capitalist system uses the mass communication to manipulate public opinion. Issues that are published in the newsletter portray the ideologies of the company positively. Hence the audience can be able to detect what is good for them to practice in order to alleviate poverty. The Birmingham scholars who are classified under contemporary scholars give power to the audience. Audiences are not passive but active participants therefore they can encode and decode text differently (Hall 1997).

### **2.4 Concept of communication in World Vision**

If an organization has no communication in its operations, that organization ceases to exist. Communication is very essential in any existing organization. The effectiveness and failures of a company can be traced down back to their way of communication. In order for one to understand the concept of communication, there is a need to relate communication to a system (Steinberg 2007 cited in Masuku and Zulu 2014). A system is viewed as involving an interrelated and interdependent set of elements that works together for a specific purpose (Fielding 2004). It is therefore crucial for one to understand how communication takes place and to identify effective communication strategies used between World Vision and Nkayi community.

It is logical for an individual to view communication as a transaction. People work together to create meaning of what has been said, by exchange of symbols. People have to take one another into account in order to have effective communication. After the above description of communication, communication can be defined as a transaction whereby participants together create meaning through the exchange of symbols (Fielding 2004). The exchange of symbols can be best explained through semiotics, where it is argued that words do not have meaning but are symbols where people with same beliefs and values agree to attach certain meaning to describe an object.

Laswell (1948) viewed communication as unidirectional or linear. Communication has to have the sender, receiver, message, channel and assumes that they might be psychological and physical noise as barriers that can affect the results. This concept of communication can be criticized on the argument that it gives much credit to the sender as got much more power to detect what to say to the receiver. The receiver is zombified in the sense that the model assumes that the receiver accept everything that is said by the sender. After studying the model, this

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would argue that World Vision should always inform the community of Nkayi on what to do in order to alleviate poverty in the community without taking into consideration what the stakeholders might suggest. By doing so it would be a sign that the organization does not value people hence the community might be prone to resisting what may be suggested by World Vision. Hence this type of communication may be logical for it to be thrown into the dustbins of history.

Communication to be effective there is need for the message sent to be received as it is (Fiske: 1996). This strengthens the point that the linear communication cannot be relied on by an organization to communicate effectively with its stakeholders. Lasswell (1948) suggests that barriers may arise due to use of wrong channel of communication. For example World Vision may decide to communicate with the community using cell phones to mobilize for their review meetings. The message may fail to be decoded as it is by the community since they have poor network at their respective villages. More language that is used may be too technical for the community hence effective communication failed to be achieved. Communication is described as an ideology. The media communicates with the audience circulating their ideas and values, favorable to their ideas. The media shapes their ideas they communicate in a way that the audiences views it as common. The argument that who owns the means of production also controls mental production is credible when one understands the concept of communication.

Communication has to become two way rather than one way. In trying to upgrade and describe communication concept to its best, Osgood and Schram (1954) develop an interactive way of communication. They argue that the best way to describe communication is to view it as a convergence. The sender and the receiver both exchange their roles of receiving and sending. Feedback is of great importance in communication. The community must be given a platform or faster means to communicate with the organization giving them feedback on what has been communicated. Interaction through meetings at World Vision is of great importance since the stakeholders are able to give feedback to the organization as soon as they receive information. Meaning of the message is created by both the receiver and the sender. Effective communication assigns that people must work together to ensure that the meaning created is the same for all people.

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For two way communication to be effective there is need for intercultural communication (Fielding 2004). In other words the scholar argues that people from different cultural backgrounds may deduce different meaning from the same message that has been communicated. Therefore there is need for individuals or organizations in this case, World Vision to demand understanding and tolerance of the community values and beliefs when they communicate. There is no culture that must override the other, but they must reach to a harmony on which culture is best to them all. For instance, World Vision came and promoted conversation farming in Nkayi community which the community was not familiar to it. World Vision communicated with the villagers for them to accept the type of farming as best compared to what they were used to. More so, World Vision has adopted the dominant language (Ndebele) of the community, when communicating with the stakeholder most of the times. Hence, both World Vision and Nkayi community has to do away with ethnocentrism and value each other’s culture.

### **2.5 Corporate reputation through communication strategies**

Corporate Reputation is an individual’s collective representation of past images of an organization that are induced through either communication or past experiences that establishes over time (Broomely 2001). In this study corporate reputation would assist to evaluate if either communication strategies employed by World Vision to alleviate poverty are effective. Companies have become very responsive about their reputation. Reputation may seem to be impossible to manage on how someone could control what people think about the organization. Kitchen (1997) observes that the reputation of an organization or company is influenced by people’s experiences with an organization in many ways. They may personally interact with it by accessing its goods and services. More often, people interact with an organization through the mass media such as press, radio, television and other media. The study would then find out the communication strategies used by World Vision to alleviate poverty at the same time building their reputation through those strategies.

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Corporate ensures acceptance and legitimacy from stakeholder groups, generates returns and may offer a competitive advantage as it forms an asset that is difficult to imitate. Organizations must have to adopt the issue of corporate social responsibility, which plays a key role as an attribute to evaluate the corporate reputation (Brammer and Pavelin, 2006; and Fombrun, 2005). World Vision considers social responsibility as its major objective of the community. The organization main aim is to reduce poverty in the community hence social responsibility plays a pivotal role in World Vision at the same time building a good image. Considering social responsibility, the organization promotes better quality in education by donating desktop computers and I pads to promote electronic learning. By doing so, World Vision builds a strong corporate reputation to the community as they are preferred to be part of the community for ever. World Vision listens to the plight of the community by taking into consideration what would have been suggested by the community. An empirical evidence illustrates that being social responsible can bring benefits to company's reputation (McWilliams and Siegel, (2001); Porter and Kramer, (2006); Harrison and Freeman (1999) and Smith (2003).

Corporate reputation is observers' collective judgement of a corporation based on an assessment of financial, social and environment impacts (Bennett et al 2006). Stakeholders have to be treated with importance since in this case they are the ones who can determine whether the corporate reputation is good or not. World Vision make use of communication strategies to maintain their reputation in a negative state. Fombrun (2005) argue that reputation of an organisation is a perceptual representation of a company's past actions and future prospects that describes the organization's overall appeal to all of its key constituents when compared to other leading rivals. However, it may be noted that it is not seen as a collective perception of an organization in the minds of the stakeholders, but it is extended to and associated organizational behaviour and assets of the organisation.

Corporate reputation assumes that perceptions of stakeholders are relatively stable. However, on reality reputation can be viewed different by different group of stakeholders formed by different type of stakeholders in same community. Mathetshaneni primary school can black paint World Vision's reputation just because the computers were not enough to be delivered to all school at the same time. They may view World Vision as not effective in reducing poverty hence their

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reputation is labelled bad. On the other side, Nkayi primary would strongly view the reputation of the organization as good since they received computers from World Vision.

Continuously measuring of corporate reputation by an organization is very essential (Cornellisen: 2008). This is to find out how stakeholders view the organization on whether it is accepted or not. Measuring can be done through qualitative research which can be in form of in depth interviews and focus groups. Through quantitative stakeholders are asked to rate the organisation by allocating it marks. World Vision to maintain and measure their reputation, they rely on qualitative research where they meet with the stakeholders during review meetings and have focus group meetings. This assist the organization to find out if they are reputation is still valued. When it is not viewed positively by the stakeholders, the management needs to consider the company’s stakeholder engagement programmes and the visibility and effectiveness of the common tools that has previously been used.

### **2.6 Organizational communication at World Vision**

Communication makes organisation perform effectively and well motivated people who can work together are vital for any organization. According to Fielding (2009), organization is described as a collection of people working together to reach specific goals. Riel (2009) views organisational communication as referring all forms of communication used by an organization. The organization communicates both internal and external and communication is viewed as their lifeblood in a community.

Organization communication is much concerned with the flow of information which can be described as upward, downward and sideways. Each way of communication within an organization has some strengths and weakness. Dimpleby and Burton (1996) postulate that upward organizational communication has effects since the information that has been communicated from the top manager is prone to distortion. Along its way to different people may decide to filter what they believe is not necessary to be disseminated.

As part of management in each corporate, an organization must employ communication strategies that addresses and suits the demands of the community they are dealing with. In this

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study organizational communication will assist to find out if communication strategies employed by World Vision are effective to eradicate poverty in the community of Nkayi. Communication strategies are tools that are used to deliver the key messages to the targeted audience (Franklin 2009:50), hence the organization must ensure that their communication strategies are effective in order to meet their objectives and goals. Fielding (2009), asserts that an atmosphere of trust has to be established to ensure that the common goals of an organisation are reached. Members of the company have to be trained in the preparation and delivering of messages to the audiences. This allows the organization to be effective in delivering their messages. World Vision in this case must carry out workshops as to attain their employees to communication effective both with the organisation and outside.

Different public relations and marketing relations give different perceptions of organizational communication (Cornelissen:2008). Organizations need to be media literacy and the mass media plays a vital role in creating and maintaining the culture that helps define us and our lives (Baran 2006:34). Media literacy refers to ability to effectively and efficiently comprehend and utilize mass media content (Baran 2006). The organization must be well versed on what to communicate with its stakeholders through media. World Vision communicate with its stakeholders through newsletters and they should be alert that they use effective language that is simple to understand to the stakeholders.

The organization has a need for open communication. They must be an atmosphere of participation in an organization. Employees must be able to communicate freely with each and every individual. This is to make sure that there is free flow of information from every and each department. In communication, they should be social value and productive value. Messages must be delivered in concern with social values of the organization. World Vision is a Christian organization whose mission is to follow the Lord Jesus Christ. Therefore in communicating, they must be a link to what the Christians believe. World Vision to consider social values of the organization they devote the word of God every Monday, Wednesday and Friday. In addition, the organization must guard against overloading and under loading information. Fielding (2009:31) asserts that organizational communication should serve to maintain good relations, to describe tasks, give instructions or messages about the goal and philosophy of the organization.

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This serves that communication strategies serve the good purpose of creating mutual understanding and addressing to the needs of the local community.

There is no one way to organise a communication strategies in an unstable environment. The company have to adapt rapidly to changing demands. In this case, World Vision can not rely on one strategies of communication whereas the environment is dynamic. There is need to enhance the communication strategies basing on shift that the environment has taken. Fielding (2009) asserts that best communication is achieved in different section allowed to organize themselves to their specific communication needs.

### **2.7 Corporate social responsibility by World Vision Nkayi**

Corporate social responsibility is defined by Reddi (2009:160) as the process by which a corporate participates in the welfare of both internal and external community, enhancing its environment and well being to the advantages of the organization and the community concerned. This means the organization engages stakeholders not for instrumental reasons where it leads to increased revenues and reduction in costs and risks, but for normative reasons. The importance of valuing people by the company is equivalent to valuing profit to the company. However one may critique the above statement arguing that the movement from Neo-classical economic to socio economic theory is to try to increase the profits of the organization. The more the targeted clients are well treated, the more they are willing to work in partnership with the organization even though they may be lack of fairness illustrated by the organization; it is difficult for the stakeholders to notice that. The communication strategies employed by World Vision are a way of social responsibility that is reflected by the organisation.

Corporate social responsibility is identified as a generic concept referring to business organization concern and active two way involvement with the social economy and political force which influences the environment (Puth and Lube:1994) cited in (Masuku 2009:77). World Vision implements different strategies under different programmes which include health, education and sponsorship. Corporate social responsibility includes philanthropy, community

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involvement, ethical and environmentally friendly business practices. The corporate social responsibility came with the need for business to deliver under societal value beyond shareholder and market value alone. World Vision stakeholders are viewed as the salience of the organization. What actions are done by the organization for the community, they have to consider their stakeholders, particular the Nkayi community. Stake holders affect and also are affected by the decisions which are concluded by an organization. Stakeholder is also identified as any group or individual that affect and affected by the decisions made are by a certain organization (Freeman:1984). When the importance of stakeholders has an impact on an organization to an extent to be studied, it is important to modify the view of the company and the way it is managed (Halal: 1990). The study has noted the importance of stakeholders in an organisation hence they have been included to be the targeted audiences of the study.

In this theme stakeholders of an organization would be identified. At the European summit (2000) the European council made a special appeal to companies’ sense of responsibility and it linked closely to Lisbon (2010) strategic goal for a knowledge based and highly competitive, as well as socially inclusive Europe. More so, the United Nations (UN) world summit for sustainable development (2002) voiced the need for business to contribute to the building of equitable and sustainable societies, whenever they work. World Vision main concern is to improve the living standards of Nkayi community without any profit intention; hence they consider themselves as responsible organization to better the live hoods of the community.

However, Windor (2001) argues that it is a bit difficult to distinguish if the organization is practicing corporate social responsibility for truly moral conduct or for instrument adoption. At World Vision it is clearly illustrated on their objectives and goals that they are much more concerned about the society since they do not expect any profit in return after delivering their work to the community for free. The construction of blair toilets, staring chicken and goat projects at the organisation expense vividly shows that the corporate is much more concerned with community live hoods. Every organization is dependent upon a number of stakeholding constituencies instead of just a rather select group of financial investors or customers alone (Preston and Sapienza: 1990). It has been noted that some of the organizations pay more



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attention to certain type of stakeholders and giving a blind eye to some whom they assume they are of less importance. However, at World Vision Nkayi, the organization tries at its best to accommodate all the stakeholders at par. Organisations have realised that now more than ever they need to attend to a whole range of stakeholder groups successfully for their own and for societal sake, and in order to avoid certain stakeholder groups causing a stir or raising issues that are potentially damaging their reputations.

World Vision Nkayi Greenfield engages itself in corporate social initiatives to support the health and education development of the host communities. World Vision has donated computers to more than five schools which include Dimpamiwa primary, Nkayi primary, Mathetshaneni primary, Tohwe high and Nkayi high. Mpumelelo high has pioneered the ICT education using Ipads. Village health workers are trained under different themes under the expense of World Vision. Health clubs are formulate and sponsored by World Vision. All this is aimed at building strong relationships with the stakeholders, at the same time alleviating poverty in the community. Organizations must create convergence between its corporate social responsibility agenda and stakeholder's social expectations thereby increase corporate legitimacy (Colleoni; 2013:229).

Redefining the relationship between the business and society brings about the creation of a new form of corporate legitimacy and implications for business to open a dialogue in society. This means World Vision would interact with Nkayi community so that it considers societal priorities and include them in their contribution to social responsibilities that World Vision is meant to fulfil. Reddi (2009:180) are of the view that any organization has to maintain good community relations by undertaking community development scheme for the needy community so that the reputation of the organization can be better. World Vision is among the top nongovernmental organizations (NGOs) in the country that bring change in the live hood of the needy. This means the organization has achieved to maintain a social image by its behaviour and contribution to the society, in this case Zimbabwe as a whole.

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## **2.8 Conclusion**

This chapter highlighted related literature to the study of communication strategies that are used by organisations. It gave guidelines on how effective communication strategies should be dealt with when dealing with the stakeholders. The next chapter focuses on theoretical framework related to the study.

## **Theoretical Framework**

### **2.8 Introduction**

Theoretical framework poses and analyses models, theories and concepts that have been propounded in attempting to explain the research study. In a study or prior knowledge the researcher should endeavour to identify appropriate theoretical and conceptual framework which bare relation to the problem under the study (Wellington and Szezerbinski:2007). Though many of the theories can guide this study, the researcher only selected the most appropriate one which consists of open system theory and two way symmetrical and stakeholder salience.

### **2.9 Stake holder salience theory**

The concept of Stakeholder Salience was proposed by Mitchell et al (1997). The authors proposed a Theory of Stakeholder Identification and Salience in response to the many competing definitions of stakeholder and the lack of agreement 'Who and What Really Counts' in stakeholder management (Mitchell et al. 1997:). Considering the principle, proposed by Freeman (1994), of 'Who and What Really Counts' Mitchell et al. (1997) argue that the first question calls for a normative theory which logically defines who should be considered as stakeholders. The second question requires a 'descriptive theory of stakeholder salience which explains what conditions are in place when managers do consider certain people or entities as stakeholders. Salience may refer to the property of being important and notice on a certain environment. In this study the theory will assist in finding out how World Vision prioritizes their stakeholders. The theory mainly dealt with non marketers and publics. However, contemporary it considers both the non marketers and the marketers. The widespread of stakeholder perspective in organizations

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marks a move away from neo-classical economic to socio economic theory. Stakeholder Saliency is a very useful addition to Stakeholder Theory.

In addition to providing a model to help identify ‘who and what counts’ in an organization, it can explain some stakeholder behaviour. For example, stakeholders who have an issue that is urgent to World Vision, but do not have any power or legitimacy are demanding. Those with power and legitimacy are dominant the team will report to them and defer to their direction. A key tenet of the Stakeholder Saliency theory is that it is dynamic. Mitchell et al (1997) point out that the three variables which are dominant, definitive and dependent stakeholders can and will change at any time. Dependent Stakeholders can become Definitive if their cause is picked up by a Dominant Stakeholder. Dominant Stakeholders can become Definitive if their legitimate stake becomes urgent, for example government may become a Definitive Stakeholder in the event of a complaint or inspection. Pfarrer et al. (2008) argued that saliency will vary depending upon the type of organizational transgression at the heart of stakeholders’ claims. For example, the environmental management association (EMA) and the local community increase in saliency during environmental crises at World Vision. Mitchell et al (1997) on their first pages claim they will assess who managers actually ‘do’ consider as stakeholders, but the paper is not based on any empirical research, which is acknowledged on (Mitchel et al 1997: 881). Instead the authors’ proposal relies on a literature review to draw out the three variables for determining Stakeholder Saliency. Mitchell et al (1999) reported the results of a study conducted to empirically test the Saliency Model’s application to decisions made by CEOs. Their study supports the Stakeholder Saliency attributes, but whether Stakeholder Saliency does predict managerial behaviour in relation to stakeholders remains open for debate.

The stakeholder saliency frames accountability through legitimacy (Cornelissen:2008). Stakeholder theory suggests that the alignment and tension between the interest of an organisation and shareholder is not the only relationship that exist and relevant to a corporation (Donaldson and Preston:1995). An organization does not have shareholders only but also stakeholders. Stakeholders are cited as, persons or groups with legitimate interests in aspects of corporate activity and they are identified by these interests whether the corporation has any direct economic interest in them or not (Cornelissen 2008:39). Stakeholders are viewed as any group or

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individual who can both affect and be affected by the achievements of the organization's objectives (Freeman 1984). The definition of stakeholder is so wide that virtually anything and anyone can be considered as a stakeholder. Since the financial attributes had been demolished to identifying stakeholders by an organisation, the stakeholder salience theory rises to explain how the organisation can easily identify stakeholders and how do they prioritize their claim. After a detailed literature review Mitchell et al. (1997) noted that all definitions ignore 'urgency, the degree to which stakeholder claims call for immediate attention. They proposed a new normative theory of stakeholder identification and salience based on three variables. The attributes include power to influence the firm, legitimacy of the stakeholders' relationships with the firm and the urgency of the stakeholders claim on the firm.

The theory enables to identify the criteria that are used by World Vision to select their respective stakeholders and how they are prioritized. Ways of prioritizing communication strategies used to alleviate poverty would also be illustrated through the theory. Attributes which constitutes of power, legitimacy and urgency has been identified by Mitchell (1997) to assist in identifying stakeholders and prioritizing them. In Nkayi community the concept of power can be linked to government. The government has the power to influence World Vision in whatever way guided by the constitution. This leads to the government to be prioritized by the organization in fear of having their goals disturbed. More so, the community of Nkayi has the power to choose and deny some of the projects that World Vision would be proposing as means of reducing poverty. This is because the community has the normative power. They have to protect their norms and values if World Vision is in any way violating them through their communication strategies.

The theory of stakeholder salience has got some weaknesses that one can identify. The theory suggests that urgency has been ignored by many scholars including Freeman (1984) and Donaldson and Preston (1995) in defining stakeholder theory. However contemporary scholars have urged that the matter of urgency is irrelevant when it comes to factors that identify stakeholders of an organization (Neville et al: 2011). Eesley and Lenox (2006) also argued that it is only the urgency of the claim, not of the stakeholder, that is relevant. They postulates that the urgency of stakeholder is exercise in the attribute of power whereby if the stakeholders decide to exercise their power, urgency would be directed to them without delay. Stakeholder salience is

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determined by a fourth attribute which is proximity (Driscoll and Starik :2004). These scholars argue that the near the stakeholder is to an organization, the more they are salient to an organisation. This can supports the criteria used by World Vision in selection of their community stakeholders. The ADP is consisting of villages that are around and near the organization office. This has to do to cutting of costs in terms of transport and poor communication since other villages are not reachable during rainy reasons. The role of legitimacy is vague in stakeholder salience theory and it needs to be revisited and be considered as moral legitimacy and be distinguished from pragmatic legitimacy.

### **2.1.1 Open system organization in World Vision Nkayi**

The open system theory was propounded by a biology scientist called Von Bertalanffy. It was immediately applicable to all disciplines including social science. Bertalanffy (1956) argues that systems which in this case are naturals relate with surrounding environment to be effective. An example of flame relying on oxygen to maintain its standard explains the open system theory. In social science the theory was propounded in reaction to earlier theories of organization such as human relations perspective of Mayo and the administrative theories of Fayol which treated the organization largely as a self contained entity. Lubbe and Puth (1994) cited in Masuku (2014) discusses system approach which is similar to open system theory. A system is classified as a set of objects that interrelate with one another to form a whole. Masuku (2010:35) states that open system approach casts public relations in the role of bringing about changes in both environment and the organization, as a result of environmental inputs. Therefore one can note that public relations calls for open system to changing both the organization and the environment. This is the same to what corporate social responsibility does. Both World Vision and the community of Nkayi are equally prone to change caused by the other ‘wheel’ of the system.

Open System Theory (OST) maintains that people and their organizations must have an open and actively adaptive relationship with the contextual environment over time to ensure viability. This is supported by Lamb and McKee (2005) who argue that no formal organization is an island. Each organization is made of an internal system of social networks and each exists within interrelated systems of relationships such as audiences, sponsors and regulators. This is supported by contingency theories that argue that organizations are organized in ways that best

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fit the environment in which they are embedded. Institutional theories also view organizations as means by which the societal values and beliefs are embedded in organizational structure and expressed in organization change. All the theories noted above share the perspective that an organization’s survival is dependent upon its relationship with the environment. However, the theory reflects a weakness as how could an organization survive on a community that continually changes its social values and the choices people make.

The open system theory suggests also that the organization receives feedbacks from the environment to keep providing better services and production. World Vision Nkayi continually communicates with the stakeholders, which include Nkayi community. They make it a point that they do not respond negatively on what the community is expecting from them as an organization. In an open system approach, management remains a large wheel but the small ‘wheel’ that is public relations may be capable of influencing the large wheel (Cutlip et al 2000). The organisation relies to the community to provide with them with necessary information, for example during baseline crafting the corporate would discuss with villages on identifying poor families from rich families. Even though the open system theory creates a flow of interaction, with the environment and organization providing inputs, this highlights that the organization is not autonomous. They rely on raw material (in this case information) from the community. When the community choose to provide false information to the organization due to some reason, this would affect the organization negatively since the information relied on would be biased. Indeed the lack of good participation by the community will cause symptoms and of ineffectiveness and inefficiency on the communication strategies employed by World Vision to reduce poverty.

The open system theory further postulates that the social relations between the system and environment are either two way. The system can change the environment or either way round, the environment change the system. It further highlights that the all organizations are unique. The fact that different organizations operate in different environments, they also have different problems and issues that needs to be addressed. Problems that can easily emanate and have to be prevented for effective communication are mostly uprooted in culture and beliefs, economic

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conditions, environmental or legal politics and quality of education. The system has to exchange the resources with the environment to survive.

The theory describes organizations as a set of subsystems that affect each and other simultaneously interacts with external environment. Continual interaction with stakeholders is very crucial in an organization. World Vision Nkayi continuously interacts with the community through communication strategies that are employed to reduce poverty in the community. The community is given space to give feed back to the organization on what has been communicated to them.

Public relations is pro active and anticipates, scans and detects, adjusts for initiates corrective changes. Pro active means public relations keep an organization sensitive to environmental changes. When the environment changes, the organization is likely to change on the favour of its publics. This is to build a good corporate reputation of the organization to the community. To survive and thrive in today’s unpredictable environment, organizations need to become actively adaptive (Bastedo: 2004). Engrained within their strategic futures they need to have plans and structures that align and realign the organization’s values with those of the extended social environment. They need to understand that not only does the environment change their organization, but they themselves can also influence the environment. The theory may be pointed to have a weakness considering the fact that it requires the organization to be flexible in whatever the situation the environment brings to the organization. The organization needs to pro activate to changes that are brought by the environment in order to be productive. If the community of Nkayi decide to deny some communication strategies used by World Vision to communicate with them, it is the duty of World Vision to find an alternative on their expense.

Open system theory requires an organization to respond to feedback from the environment. However, this becomes a challenge for the organization to entertain all feedbacks from its stakeholders. Complexity and change is very difficult for organization to efficiently follow all the feedbacks. Sometimes the community of Nkayi may bring forward certain contradicting

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decisions and it would be difficult for the organization to choose which to consider relevant and which to reject

### **2.1.2 Two way communication**

Public relations is an exercise designed to establish and maintain an understanding between any organization and its publics (Fielding:2005). Its aim is to foster trust in the integrity of an organization.

Two way symmetrical model of communication consists of a dialogue strategy between the organization and its publics. Reddi (2009:48) asserts that the two way communication is based on the ideal of mutual understanding. The models allow the communication to flow both ways between the organization and its stakeholders thereby enhancing mutual understanding. Both parties are capable of being persuaded to modify their attitudes and behavior as a result of public relation activity (Reddi 2009:48). This model is relevant to the study of World Vision communication strategies in the sense that it allows equal opportunities for expression and free exchange of information through advertisements, training, campaigns, newsletters and face to face communication.

Grunig (2006), argue that an organization that uses two way symmetrical communication, in contrast uses research and dialogue to manage conflict, improve understanding and build relationships with publics. Both the organization and the public can be persuaded. Through annual review meetings with the community of Nkayi, World Vision and the community are at par in terms of being persuaded to change. For example, in 2014 review meeting, the organization was persuaded to use effective way of communicating with stakeholders. That was mainly concerned with using effective channel of communication; in this they preferred letters rather than phones because of network problems in the community.

Two way symmetrical is ideal. In other words it can be argued that the two way symmetrical is normative in terms of its approach. It sets how effective public ought to be practiced and how it is current practiced by some of the organizations. This makes public relations more ethical and in turn more effective by establishing an ideal professional model.



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The public is comprised of different people who have also different thoughts on certain ideas, therefore the two way symmetrical theory failed to highlight such problem and on how to deal with it under public relations. Publics are not fixed categories waiting to be identified but rather are constructed through the discourses in which they participate (Leitch and Nelson:2001). Rich communication involves the ability to provide immediate feedback between the two parties, the ability to personalize and adapt messages based upon responses, and the ability to express and articulate the messages in a different way (Cornelissen 2008:56) . Rich media is used for discussing ambiguous, sensitive, controversial or complex issues with stakeholders of the organization and media of low 'richness' restricts immediate feedback and they are less appropriate in resolving these issues. The researcher will assess the communication strategies being used by World Vision (quarterly newsletters, annual review meeting and brochures) if whether they are adopting the two way symmetric model of communication.

The study brings out the importance of stakeholder engagement and collaboration. It problematizes the old stakeholder management approach which attempts to manipulate the claims of interests of stakeholders to prevent them from interfering with internal operational and instead trying to influence their attitudes and opinions. The new way approach of stakeholder collaboration in contrast; involve an emphasis on bridging stakeholder relations across the organization. Collaboration implies a two way symmetrical model of dialogue and consultation trough which communication practitioners build stakeholders relationships that are reciprocal, evolving and mutually defined and that are a source of opportunity and competitive advantage (Cornelissen 2008:57)

### **2.1.3 Conclusion**

This chapter discussed related literature and theories to assess whether the communication strategies used by World Vision to alleviate poverty are effective. Arguments from different scholars were employed to support and guide the study. The next chapter focuses on methodology of research, where the researcher highlights the methods used to gather relevant data in response to objectives and research questions.

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## CHAPTER 3

### 3.1 Introduction

This chapter explains the methods and techniques that have been used to gather information for the study. Guided by the research question, literature review and theories explained in chapter two, the researcher highlights strategies and tactics used to assess the communication strategies employed by World Vision to eradicate poverty in Nkayi community. In general the chapter focuses on methodology of research, unit of analysis, sampling methods, methods of data gathering, analysis and presentation. Ethical considerations to the study are also highlighted.

### 3.2 Methodology

Research methodology is a systematically way to solve the research problem. Haralambos and Holborn (1995:808) postulates methodology as concerned with both the detailed research methods through which data are collected and more general philosophies upon which the collection and analysis of data are used. In the study, triangulation method is employed, whereby the qualitative and quantitative methods have been merged to acquire data. This allows for a wider and more thorough scope of research as they support each other where are shortcomings. These include interviews and questionnaires. Gunter (2000) contends that quantitative methodologies are designed to yield numerically-scored data while qualitative research methods focus primarily on verbally articulated responses.

### 3.3 Targeted population

The population targeted by the researcher is World Vision staff and Nkayi community. However, Nkayi community is too big that the researcher would not focus on it as a whole. Therefore only two villages are selected using non random sampling. Two villages are selected on the basis of being part of the area development programme (ADP) of World Vision Nkayi Greenfield. With such criteria, Zhende Village and Mantonni are used as case studies to represent Nkayi community.

### 3.4 Research universe

Research universe consists of all survey elements that qualify for inclusion in the research. It is usually set by the research question, which specifies what is of interest. In this study the researcher focused on communication strategies that are used by World Vision to alleviate

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poverty in Nkayi community. Research universe may be the individual, groups of people or organization (Denzil et al 2000). In the study, the research universe are World Vision’s MACS department, finance department and sponsorship department, paying particular attention on how the communication strategies were designed and implemented to develop the community from 2014 to date. Mantoni village and Zhende village are selected to represent the targeted units of analysis. This is because the two selected villages fall among the ADP of World Vision, which World Vision mainly communicates with using its strategies.

### **3.5 Unit of analysis**

Unit of analysis refers to the members or elements of the population (Welman and Kruger, 2000:49). Units of analysis could possibly involve individuals or consist of groups of people and collection of information that describes their abilities, opinion, attitudes, beliefs and or their knowledge of a topic or issue. In the study, units of analysis are the MACS department and other departments such as finance and health department. The manager would of paramount importance as he has the final say on what has been produced by the MACS department. Two villages which are Zhende and Mantoni with the population of 30 and 40 respectively are the targeted community. Opinion leaders of the community would be targeted as they are the opinion leaders of the community. What is said by the chiefs, village heads and councilors mainly influences the mind production of the community. Hence it is logical to consider them as part of units of analysis in the study.

### **3.6 Triangulation**

Triangulation includes combining different methods as qualitative and quantitative to study the same the same incident (Balnaves and Caputi: 2001). Denzil et al (2000) reinforces the above point arguing that triangulation is the use of multiple methods during the research. This strategy reduces the risk that conclusions will reflect on the systematic bias or limitation of a specific source or method (Maxwell: 2005). The triangulation method is convenient to the study since it enabled the research to use both qualitative research and quantitative research. The study therefore employed interviews, questionnaires and participant observation as methods of collecting data. The incorporation of both qualitative and quantitative method is crucial as they complement each other in finding data. Quantitative methods assisted to find the numerical statics of people who argue that communication strategies employed by World Vision are

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effective and those who oppose. Qualitative method was used to find out the ways that are used to communicate with the community by World vision. Hence triangulation method leading to validity and reality to the study.

### **3.7 Qualitative research**

Qualitative research can be defined as empirical information that is not in the form of numbers. It involves analysis of data such as words from interviews, observation and interviews. It is appropriate when one examines the properties, values, needs of characteristics that distinguish individuals, groups, communities, organizations and events. Such a method is inductive and based on specific assumptions which then formulate theories of that which will have been observed. Mack et al (2005) is of the assertion that qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors and social contexts of particular populations. Denzin and Lincoln (2011:4) argue that qualitative research deploys a wide range of interconnectedness, interpretative practices, hoping to always get a better understanding of the subject matter at hand. In the study focus group discussions and indepth interviews would be used to gather information that is qualitative.

Qualitative research is concerned with finding the answers to why, how and in what ways questions. It helps to find out a better understanding of why things go the way they are. Qualitative research gives much freedom to let the study unfold more naturally. Unstructured interviews may lead to discovering some crucial points for the research that the researcher may not have considered. Qualitative research appropriate to this study as it unveils how effective are the communication strategies employed by World Vision to alleviate poverty. More so the study gained rich data and more detailed information.

### **3.8 Quantitative research**

The aim of quantitative research is to determine the link between one thing (an independent variable) and another (a dependent or outcome variable) in a population (Hopkins:2000). The objectives of this design were to predict, describe and explain quantities, degrees and relationships and to generalize from a sample to the population by collecting numerical data. Wellington and Szezerbinski (2007:223) define it as the approach which involves measurement that is collecting and analyzing numerical data. Quantitative research includes the use of

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questionnaires as a method of collecting data. Questionnaires were used in the study to find out the number of community members in Zhende and Manton on how they view communication strategies employed by World Vision. Questionnaires allowed the researcher to gather rich data as the respondents were restricted to answer questions on the paper only. This method was advantageous to the study as it saves time for both the researcher and the respondents. Little time is required to fill the questionnaires compared to other methods of data gathering.

## **3.9 Sampling techniques**

Shaughnessy and Zechmeister (1994:67) argue that sampling provides characteristics of selected population elements, which represent the entire population. Sampling means defining the target population which in this case will be Nkayi community. Webster (1985) defines sampling as a finite part of statistical population whose properties are studied to gain information about the whole. The researcher used purposive sampling and proportional stratified random sampling to gather data pertaining the effectiveness of communication strategies used by World Vision to reduce poverty from 2014 to date. They are relevant to the study as they allow attaining required information. The sampling techniques are important to the study as they enabled the researcher to select a smaller subset of the population without leaving any stratum represented.

### **3.1.1 Purposive sampling**

Purposive sampling method is whereby the researcher chooses the sample based on who they think would be appropriate for the study. This is used primarily when there are a limited number of people that have expertise in the area being researched. Smith et al (2008:331) highlights that purposive sampling is a form of non probability sampling design where the criteria for inclusion in a sample are defined, and entities are first screened to see whether they meet the criteria for inclusion. Those entities that meet the criteria are included in the sample. The researcher is going to use this type of sampling as it saves time and effort of the researcher. World Vision staff is selected as they are the ones who select the communication strategies use to reduce poverty. The manager and MACS department are core targets to attain relevant information from as they are the one who decide what to include in their newsletters. The study also targets the opinion leaders of the community as they have a vast of information on how the communication strategies employed by World Vision do alleviate poverty in the community. The two villages that are selected are part of the ADP and are affected by the communication strategies imposed

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by World Vision to reduce poverty.

### **3.1.2 Proportional stratified sampling**

This is commonly used as a probability sampling method that is superior to random sampling, this is because it reduces sampling error. Black (1999) postulates that proportional stratified sampling is from identified demographics which may be gender, age and place. A stratum is a subset of the population that share at least one common characteristic. The study selected relevant stratum basing on gender and age. Each proportion of different strata in the community was represented then combined to form a complete sample of population. This guaranteed a balance sample as all stratum were fully represented. Stratified sampling also reduced bias of results that would be caused by sampling without stratifying.

### **3.1.3 Methods of data gathering**

#### **3.1.4 Questionnaires**

O’Connell (1998) states that a questionnaire is a list of questions designed to collect specific information. It is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires are one of the most effective ways of getting and finding out what people think do, their beliefs, opinions and actions that have taken. The questioners are effective to the research since people do not reveal their identity, hence accurate answers without any fear of being identified. They are most effective way of getting and finding out what people think about the communication strategies that are used by World Vision. The questionnaires enables to access information that is not directly observable.

The researcher crafted fifteen questions for a questionnaire. They both included open ended questions and closed ended questions. Closed opened questions assisted to guide the interviewee to give accurate answer that cannot be misinterpreted by the researcher as it is prone to clarity. Open ended questions allowed the respondents to give information on their own words and expressed their thoughts. Therefore it assisted the study to gather detailed and essential information. The questions are addressed to the Nkayi community to illustrate on how they view

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the communication strategies used by World Vision when trying to alleviate poverty in the area. The questionnaire also has to find out if the communication strategies have significance on changing the lives of the community. The researcher self administered the questionnaires and physically distributed them to the respondents. Questionnaires were filled in the presence of the researcher. This was to assist in making the respondent rate to be effective to hundred percent since not all would manage to return the questionnaires if given ample time to fill on their spare time. Respondents would ask questions where seek clarity and that increased the validity of the response to the study.

### **3.1.5 Interviews**

Leady and Ormrod (2001) defines interview as a more structured way of collecting data where the researcher asks a standard set of questions. Interviews can be conducted through the telephone or face to face. It is a direct way of sourcing information from a person by asking questions face to face or over the phone. The study engaged in-depth interview with World Vision staff which falls under face to face interview. This gave the researcher a chance to clarify the questions where there was need to in order to get eloquent response from the staff. Focus groups were used to conduct interviews at the community. This is because the community has thirty four people to be interviewed. Due to limited time the researcher had, could not manage to do in depth interviews with the community.

Qualitative research interview seeks to describe and the meanings of central themes in the life world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say. A research interview seeks to cover both a factual and a meaning level, though it is usually more difficult to interview on a meaning level, (Kvale,1996). The researcher would observe non verbal communication in form of facial expression that has been expressed by the interviewee. This gave clues on how the respondent was feeling and modified the answers that were expressed verbally. Interviews are particularly useful for getting the story behind a participant’s experiences. Interviews may be useful as follow-up to certain respondents to questionnaires, for example to further investigate their responses. (McNamara,1999).

The study employed the tactic of unstructured interviews when interviewing the community. This type of interview made the community to relax as they was no formality presented by the

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researcher hence the interviewees were free to encode information. Structured interviews were used to interview the manager and the MACS department to find out how the communication strategies employed are effective to alleviate poverty in Nkayi community. Questions were structured in an open ended manner. It allowed the respondents to feel free to express their unique opinion, hence leading to quality information gained about the communication strategies employed by World Vision. The respondents felt less threatened when they are interviewed with open ended questions leading to free response that can contribute to additional information to the study.

### **3.1.6 Participant observation**

Participant observation is the process of establishing rapport within a community and learning to act in such a way as to blend into the community so that its members will act naturally, then removing oneself from the setting or community to immerse oneself in the data to understand what is going on and be able to write about it. The researcher was once attached at World Vision Nkayi and has blended well with World Vision staff and the community that it was easy to observe them without any interferences. Bernard (1994) includes more than just observation in the process of being a participant observer, he includes natural conversations, interviews of various sorts, checklists, questionnaires, and unobtrusive methods. Participant observation is characterized by such actions as having an open, nonjudgmental attitude, being interested in learning more about others, being aware of the propensity for feeling culture shock and for making mistakes, the majority of which can be overcome, being a careful observer and a good listener. The researcher during her internship practiced participant observation. Questions were posed to the MACS department by the researcher during internship seeking reasons to some acts on communication.

Moreso, the way the organization communicated with the community was observed hence adding participant observation as a technique for collecting data. Subjective to bias is limited when using this technique. People would act normally and no pretence unlike in interviews where respondents might decide to give you the response they assume is appropriate ignoring



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what they practice exactly. Participation observation is independent (Kothari: 2004). It does not rely on a third part to get information as some individuals might not be willing to be interviewed. It is wise for one to employ the technique as it relates to what is currently happening. Participant observation is not complicated by either the past or the future. The researcher partook participant observation while on attachment hence they are still valid and same comparing to the response on interviews and questionnaires.

### **3.1.7 Methods of data analysis**

Methods of data analysis involves a number of closely related operations which are performed with the intention of summarizing collected information and organizing these in such a manner that they answer the research question (Kothari:2004). In support of the above definition Sivia and Skilling ( 2006) defines it as a process of analyzing all information and evaluating the relevant data that can be helpful in better decision making. This analysis assists in deriving the conclusion out of collected data. The study employed content analysis and critical discourse analysis to analyze data collected from the area of the study.

### **3.1.8 Content analysis**

Content analysis uses qualitative research and occurs when analyzing documents. Remenyi et al (2009:281) defines content analysis as a method of categorizing subjective information based on frequency of occurrence. It also provides numerical descriptions of data. The study chose to assess the dissemination of information in World Vision Nkayi's newsletters (2014- 2015), review meeting (2014), posters and brochures. Interviews drawn from Manton village and Zhende village and World Vision team of Nkayi (particularly manager and the MACS department) were critical analyzed. Documents from World Vision which include the strategic plan, questionnaires and conversations through participant observation were also analyzed trying to address the research questions and objectives.

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## **3.1.9 Critical discourse analysis**

Discourse analysis studies the way that people communicate with each other through language within a social setting (Walliman: 2011). Rather than focusing on what is said discourse analysis explores language as it constitutes and embodies a socio historical context traced to power and knowledge ‘O’Leary (2004:199). Language is not seen as a neutral medium for transmitting information, it is bedded in our social situation and helps to create and recreate.

## **3.2.1 Methods of data presentation**

Data presentation refers to the way the researcher is going to express what would have been accessed or discovered. The researcher made use of triangulation method to present data in form of tables, pie charts and theoretical approach. Tables and pie charts are easy to deduce meaning from. They assisted to elaborate further the theoretical approach used. Bryman (2006) highlights triangulation as the use of two or more independent sources of data collection methods used to corroborate research findings. The researcher will combine findings from interviews, questioners and other researches rather than relying on one method to avoid bias.

## **3.2.2 Ethics**

Media has its own types of ethics which include not disclosing a source as a journalist. Ethics are rules of conduct recognized I respect to a particular class of human, groups and culture (Collins dictionary:2012). The study made use ethics from both the institute and the community of Nkayi. Wellington and Szezerbinski (2007:58) defines ethics as the moral principles or guidelines for conduct that are held by a group or even a profession. Information provided was treated with confidentiality. In the questionnaires the respondents were asked not to reveal their names in when responding. This made the respondents to freely express their views on the effectiveness of communication strategies used by World Vision to reduce poverty. In this research the researcher made it sure that sources of data were aware that the information that they provide is made use of only for academic purposes. If any case the researcher might think of recoding the interviews, the interviewees were aware that they are being recorded. The study avoids bugging as it is a serious offense in journalism practice. Ethics added validity in the study as they promoted the aims of the research.

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### **3.2.3 Conclusion**

This chapter gave details of the methodology that was used in gathering data for this study. The data gathering techniques that were highlighted included questionnaires, participant observation, interviews, observations and content analysis. The study used both qualitative and quantitative research so as to attain information close to reality and validity. The ethical considerations that guided the research were also clarified. The next chapter shall on be organizational analysis.

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## CHAPTER 4

### Organisational analysis of political economy

#### 4.1 Introduction

The chapter focuses on the organizational analysis of World Vision Nkayi Greenfield. It analyses the vision statement, mission statement, core values and the organisational structure in link with the communication strategies that are engaged in alleviating poverty by the organisation. Partnering with other organisations would also be critical analysed, illustrating on how it affect and influence effectiveness of the communication strategies used by World Vision. The organisational analysis would also assess the ownership and control pattern of World Vision in Zimbabwe.

#### 4.2 Mission statement

World Vision is a Christian nongovernmental organization that is guided by the bible in whatever they communicate with the stakeholders. The mission statement acquire why an organization exists (Christopher: 2015). Their mission state reads “World Vision is an international partnership of Christians whose mission is to follow our Lord and Saviour Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God”.

World Vision Nkayi is truly operating under their mission statement. By following the ‘Lord and Saviour Jesus Christ’, they emulate and imitate the way Jesus communicated and treated the poor with passion. Jesus Christ considered the poor much than the rich, this can be buttressed by the parable of the rich man and Lazarus. World Vision mainly operates in rural areas where it has been justified by the World Bank report (2013) and ZIMSTAS (2013) that it records high rate of poverty. Hence the mission statement is the backbone of World Vision’s performances. World Vision therefore is noted taking care of the poor by developing communicating strategies that would assist the Nkayi community to reduce poverty and experience better live hood.

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The communication strategies employed by World Vision are in line with the mission statement basing on the fact that the organization would include bible quoted verses on their newsletters and brochures. More so each and every time before the organisation communicates with the community (in meeting or trainings), they first devote their first minutes to preaching the word of God and praying. In sponsorship department, overseas friends always quote bible verses when communicating with their sponsored children and they even send bibles as special Christmas gifts. This clearly illustrates that the organization is spreading the good news of the kingdom of the God to the children at the tender age through communication strategies in order to reduce poverty in Nkayi community.

### **4.3 Vision Statement**

Vision statement is aspirational. Vision statement gives an opportunity to revisit what fuelled the interest in starting an organization. A mission statement is a communication of an organization’s purpose, usually expressed with public relations or marketing in mind (Walts.com: 2015). World Vision’s vision statement is based and inspired by a biblical verse from John 10 verse 10. World Vision emanated after Bob Pierce was deeply touched by the way poverty robs children from attaining better life. Their vision statement which reads ‘Our vision for every child, life in all its fullness, our prayer for every heart, the will to make it so’, illustrates that the company emanated through the anxiety of a child. Communication strategies employed by World Vision Nkayi are meant to alleviate poverty paying specific attention that they benefit every child in Nkayi community. Brochures that World Vision and the ministry of health partnered to create clearly illustrates that World Vision is operating under its vision statement. Brochures promoting exclusive breastfeeding for six months buttress the concern that World Vision has towards children’s health and their wish to see every child in Nkayi community living his or her life in its fullness.

World Vision has a their sample they focus on alleviating poverty which is the area development programme area (ADP), however one may note that their communication strategies to reduce poverty goes beyond the ADP area on the fact that the brochures and posters they design as a communication strategies are placed and distributed in public spheres such as shopping centres and clinics. Each and every individual who is part of the ADP area and not has an opportunity to

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decode the message that is communicated by World Vision hence World Vision’s prayer is for ‘every heart’ in the community. World Vision Nkayi therefore abides by its statement on the communication strategies they use to eradicate poverty in Nkayi community.

### **4.4 Core values**

Values of an organisation are not made to be up on the wall and forgotten about. Instead they are the essence of an organization’s culture. Core values of an organization are values that form the foundation that the organization executes its work relying on. They are mostly communicated by actions of an organization. World Vision has got five core values that they build their communication strategies relying on. These core values are so primary that even though the society’s culture of Nkayi may happen to change, World Vision would still remain basing on them.

The first value is that World Vision are Christian. They recognize one God which can be identified as the holy trinity (father, son and Holy Spirit). In communicating with stakeholders they seek to follow Jesus Christ by identifying themselves with the poor, oppressed, marginalised and special concern for children (World Vision annual review: 2012). World Vision Nkayi associates its self with the marginalised group in the community. Child monitors in sponsorship are almost ninety percent women. This a way of emancipating women in the community of Nkayi like what Jesus did to the Samaritan woman. World Vision manages to share resources with each other (Nkayi community). The communication strategies that are employed are made use of by the organization that they can share the knowledge they have, that would assist the Nkayi community in eradicating poverty. Hence they desire Jesus to be central in their corporate life.

World Vision are committed to the poor. The organisation is called to help the neediest people in the World. Nkayi is rated among the places that have low literacy rate in the country. However, World Vision assists the community by introducing community libraries that would improve reading and writing skills for both children and adults. Hence the poor are given ways to upgrade themselves for better livelihood in the future. More so, the value for people is one of the core values of the organisation. They believe that all individuals are equal as they were created and

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loved by one God. Regardless of class in a community all people are equal. World Vision postulates this by employing the use of two way communication when communicating with the community. The community is given a platform to give a feedback to the organization. The organisation addresses the issues that would be raised by the community with care and love.

World Vision are stewards (World Vision annual review: 2012). The resources they have they believe are from God and are distributed accordingly to the poor. They value partnering with other organization. The organization partners with printing companies such as Elma in printing the newsletters and posters that are used as communication strategies to alleviate poverty in Nkayi. Ministry of health and veterinary are engaged to facilitate training that gives skills that reduces poverty in the community. Responsiveness is what they value as an organization. To a larger extent World Vision is noted partaking itself in social responsibility. Donations of computers at schools and improving the health of children postulate that the organisation is responsible.

### **4.5 Funding of World Vision**

World Vision is a non profit organization. The organisation functions independently without interference of the Zimbabwean government in terms of funding. One could wonder on how the organisation survives. The organisation has variety of sources that are international sources. World Vision Nkayi has its support office based in Canada. The Canadian support office indeed supports the Nkayi organisation by providing them with source of funds in order to achieve their projects that are designed to reduce poverty in Nkayi community.

The organisation relies on large numbers of small groups to acquire donations. Closely to ninety nine percent of World Vision’s funds are attained from individuals and churches. The sponsorship department is viewed as the lifeblood of the World Vision. This is because most of the individuals and churches fund the organisation through sponsorship. Children sponsors seek to address the root causes of poverty and suffering that affect the children of Nkayi community, that they can enjoy life in its fullness. Nkayi children who are between the ages of three to seven are enrolled to sponsorship. They attain sponsors through videos that are downloaded online and sponsors volunteer to sponsor a Nkayi child monthly. The money does not come direct to

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individual child but is administered by Nkayi World Vision to sustain projects that benefits the child and entire community.

The Marx’s perspective that who own the means of production owns the means of production is cemented by the way World Vision operates. Political economy affects the organisation. Political economy can be defined as a science of wealth and deals with efforts made by man to satisfy needs and wants (Eatwell et al:1987:907). Political economy is viewed as social relations, particularly power relations that mutually constitute the production, distribution and consumption of resources (Mosco 2000:24). This definition illustrates how the Canadian support office and the sponsors have the power over Nkayi Greenfield. Nkayi sponsorship department and the MACS department are given orders from the support office on how to take videos for sponsors and what to say and not. Failure to comply by the guidelines from the support office who are the source of funding would lead to rejection of videos. Hence the communication strategies employed by Nkayi in communicating with the sponsors are controlled by those who own the means of production.

However, World Vision Nkayi has got its child protection policy that they abide on when dealing with sponsors that might have visited their registered child (RC). Sponsors are not allowed to communicate with the child without the presence of World Vision employee and also sponsors are not allowed only to communicate with their sponsored children through World Vision. Use of social media for communicating between the two is strictly prohibited in protection of the child by World Vision Nkayi Greenfield.

### **4.6 Ownership and control patterns of World Vision**

World Vision is a non governmental organisation. It was found by the late Bob Pierce in 1950. Pierce was mainly into Christianity and was ordained to baptismal ministry a profession. His profession and his roots from United States of America influence the organisation operations. The poverty that striken the innocent souls of children affected him. This motivated Pierce to make donations for children around the world. Sponsorship that is the life blood of the organisation has used as a strategy of eradicating poverty by Pierce. It is of paramount importance for one to note that the ideologies of the late Pierce are still dominant basing on the day to day operation of World Vision. Ownership in World Vision has strong influence towards



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the control of the company. Political economy is viewed as power relations that mutually constitute the production, distribution and consumption of resources particularly communication resources Curran and Gurevitch (2000).

The fact that World Vision has been formed by Bob Pierce who was a Christian, the organisation has made the ideology of Pierce to be dominant in the operation. To explain this further, one may note that World Vision has reached to an extent of asking people to attach confirmation letters from their respective churches as a proof of being Christianity. Non Christians has no room to be employed by the organisation whereas they might have certain skills that are needed by the organisation. This illustrates that the ideology of the ruling class has been made dominant to their day to day operation. Furthermore, the communication strategies that are used by World Vision to alleviate poverty in Nkayi community are fully attached with bible verse quotes. Newsletters, Brochures and posters are attached with bible verses. It a taboo in World Vision to communicate without mentioning Christianity or devoting first before meetings kick off. World Vision staff members together with the community have been hegimonised by the ruling class to view it as common to be guided by Christianity on their operations.

The Marxian idea that who owns the means of production controls the mental production is reinforced. Analysing the mission statement, vision statement and core values of World Vision, one may deduce that the organisation is a Christian organisation. Herman and Chomsky (1988) explore the concentration ownership and control patterns, exploring that media ownership is concentrated into few hands which infringes diversity of ideas. The ideas of Pierce only, are made as the core values of the company which operates international, hence lack of diversity of ideas in World Vision. One may even argue that the creation of World Vision by Bob Pierce was not even meant to better the lives of the poor but to spread his interest of Christianity. Curran and Gurevitch (2000) argue that it is not the intention of a baker to produce nutritious bread for the customers but to increase his or her own profits.

Mc Chesney (2009) argues that ownership and control affects how firms and markets operate. This has to look the way organisations communication is disseminated to its audiences. Sponsors who fund the organisation of Nkayi have a great influence on communication strategies that are used by World Vision to alleviate poverty. World Vision Nkayi tends to represent

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poverty to the angle that sponsors prefer to see. For instance, pictures for sponsors are shot in deserted places or in front of grass thatched huts.

### **4.7 Organisational structure**

#### **4.8 Team leader (ADP manager)**

The ADP manager is responsible for all operational issues within the ADP. He holds a master degree in developmental studies. He supports and provides guidance on the implementation of project management, education, agriculture, health, economic development and sponsorship project activities. He works with program officers to ensure strategic direction of the organisation at ADP level and ensuring organisational policies are followed. The manager also communicates new policies and recommendations with all the ADP staff to ensure smooth work flow. The manager plays a pivotal role in communication strategies employed as he is the one who approves the implementation of the strategies that would be proposed by the MACS department. Cornellisen (2008) suggests that communication employees must be given a managerial position in a corporate in order for communication to be effective in an organisation. This is because they would be having powers of approving logical strategies to communicate as the World Vision has high chances of denying effective ways of communicating in the organisation because of ignorance in the field of communication.

He monitors and advises project teams and checks on progress as well as monitoring project budgets, providing recommendations and interventions. He coordinates information flow from all internal departments that are relevant for decision making to keep the work going and to achieve the program goal. He ensures that beneficiaries and partners’ needs are taken into account in the budgeting process. He reports to the Regional Operations Manager who in turn reports to the IPD.

#### **4.9 MACS officer**

MACS officer deals with communication within World Vision and external stakeholders. He holds a diploma in English and communication and is currently pursuing his honours degree in Developmental Studies with Lupane State University. The officer facilitates all the communication strategies that are implemented by the organization. Newsletter, brochures and

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posters are designed in MACS department. Very few stories that compile the newsletter are written in the department, however they are all edited. Stories come from the community of Nkayi compiled by the grassroots communicators who are like the journalists of the organization. They only capture stories that are World Vision related. By so doing, the organization builds and maintains its reputation in the community as they reflect their positive actions in trying to alleviate poverty in the community.

The department of communication also deals with communication with the support office (Canada). Communication strategies employed would be meant for easier communication between children and sponsors. The officer must come up with strategies that make communication effective as to lure more sponsors to donate more money for the organization to reduce poverty in Nkayi community. Sponsors relate with their children through communication that is facilitated by the MACS officer in Nkayi World Vision. World Vision Nkayi Greenfield is amongst the few ADP areas that engages itself with digital communication with the sponsors. Videos of children greeting their sponsors are shot and it is the duty of the officer to include subtitles in each and every video of about one thousand children. Queries which are received from the support are responded by the MACS department considering that it has good communication strategies. He also facilitates GNs which are received by children and assist in replying of letters by children. Translation of the letters to English is also done by the officer since very few children are able to write in English. The department translates the letters in order to make communication to be effective between the two. Hence the MACS officer is very crucial in the organization as he facilitates communication strategies that are effective in reducing poverty in Nkayi community.

### **4.1.1 Program Finance Officer (PFO)**

Program Finance Officer (PFO) does all the financial transactions and also monitors financial performance of the organisation at ADP level. World Vision PFO hold a degree in finance and accounting. She facilitates the payment of communication tools (newsletters and posters) that are printed by graphics companies and other service providers. The other responsibility of the PFO

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is to monitor project sector budgets and expenditures levels. She ensures that all financial procedures in planning, implementation and monitoring are followed as well as ensuring that all projects are supported with all the essential resources.

The other critical responsibility she has is to ensure that all transactions are conducted in a timely manner and in line with WV Policy and Procedure as outlined in the Field Financial Manual (FFM). She also monitors that filing of key documents is maintained (in hard copy and soft copy) and in line with audit requirements. The PFO makes sure that financial and other records required for accountability purposes are maintained. During audits she provides information and ensures that the audit process sails through smoothly. The finance officer coordinates the ADP annual budget, provides and interprets the ADP financial figures and provides guidance in financial management mechanisms that minimize financial risks. In addition she prepares monthly financial reports at ADP level and reports to the program manager and regional accountant who in turn reports to the deputy finance director (CDFD) based at the regional office.

### **4.1.2 Step user**

The major responsibility of the step user is to enter RC data collected from the community to single step machine which is the heart beat of the organisation. She also assists decentralized ADP(s) to maintain RC data (child history) in SD and STEP. She shares best practices of database management between ADPs, zones and regions as well as contribute to the excellence of partnership performance.

The Step User is responsible for managing, maintaining, uploading/downloading, updating/upgrading and troubleshooting Sponsorship database when necessary. She ensures the security of the Sponsorship databases, and makes sure that the sponsorship database software is properly functioning at ADP level. The step user is responsible for creating of back ups everyday.

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## **4.1.3 Development facilitator (DF)**

He provides field leadership in facilitating and ensuring integration of Health, Water and Sanitation and Nutrition programs at area development program (ADP) level. The major functions are to facilitate planning, implementation, monitoring and evaluation of sustainable development, Health, Nutrition, WASH, and programming within the ADP in collaboration with all partners and stakeholders.

The DF also facilitates the design, production and distribution of information education and communication (IEC) materials in the community. Enhance the sustainability of Health, Nutrition and WASH activities through ensuring community and stakeholder involvement and participation in the project cycle. Identify capacity building needs and design appropriate capacity building plans for community based organisations (CBOs), faith based organisations (FBOs) and other development-oriented community structures for sustainable development.

Shares in responsibility for the overall Program performance in transformational Development, through adherence to World Vision National Office (NO) strategic guidelines, child well-being outcomes and millennium development goals (MDGs) at Program Level. Facilitate partner to partner interaction and sharing of good practices in Transformational Development Programming. Facilitate identification of specifically targeted households for different interventions based on set criteria (OVC s).

It is the duty of the development facilitator to facilitate participatory annual operational plan preparation and review meetings with communities and key stakeholders & take leadership in follow-up on implementation of annual plans on Health, Nutrition and water and sanitation /hygiene (WASH). Facilitate the organization and coordination of meetings, trainings and workshops with community and other stakeholders. Life skills training are key to the community. [The ADP formed girls camp for girl children where they were equipped with life skills on hygiene and carrier guidance was touched and discussed with the girls. Follow up on development of emergencies, report developments to the ADP Manager and participate in emergency relief when it occurs in the ADP. Linking and integrating health, WASH and

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nutrition activities into ongoing ADP projects such as Agriculture, Education, Gender, disability, Environmental management, gift in kind (GIK), Christian Commitment and Sponsorship.

### **4.1.4 Links with other organisations**

World Vision’s link with other organisations is both local and international. The organisation is not a standalone organisation but partners with other organisations, both government and non government organisation. World Vision partners with the government to achieve its goals and work hand in glove. The ministry of health and child welfare work with World Vision in dealing with health facilities. Village health workers and community are trained by the ministry of health since they are best on health issues with World Vision assisting with funding. Disability campaign which has been done by World Vision has been facilitated by the ministry of health to make awareness to the community. Ministry of primary and secondary education mingles with World Vision when it comes to education. AGRITEX train the community on best ways of practising farming in different areas. World Vision can assist with the help of resources hence knowledge will be from AGRITEX. Communication strategies used to alleviate poverty consists of information from AGRITEX. Stories concerning farming are written with the ideas from AGRITEX.

Apart from government, World Vision partners with other non governmental organisations. Under relief, World Vision partnered with World Food Programme to respond on hunger that has stricken certain places in Zimbabwe. USAID is one of the mostly partner when it comes to relief. World Vision links with other organisations under procurement. The procurement has its own data base with certain companies approved by World Vision to purchase from. Companies such as Impressions, Elma and Artifacts which are for printing links with World Vision to make the done.

### **4.1.5 Conclusion**

This chapter gave an analysis of World Vision’s political economy, mission and vision statements in relation to the study. The contribution of different departments in relation to the communication strategies used to alleviate poverty has been assessed. Link with other

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organisations to enhance communication strategies were also analysed. The next chapter would bring out findings of the research.

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## CHAPTER 5

### Research findings and data presentation

#### 5.1 Introduction

This chapter illustrates the research findings of the study carried out. The facts are presented in narrative and discuss manner. Tables would be used to present data that needs to be presented quantitatively. The data would be presented in a form that links with the study of communication strategies used to alleviate poverty in Nkayi. The study presents findings that were deduced from interviews, questionnaires and participant observation. These finds would answer the research questions and objectives of the study mentioned in chapter one.

#### 5.2 Distribution and response rate of questionnaires and interviews

The researcher developed two different sets of questionnaires. Overall the researcher distributed seventy questionnaires. One set was meant for World Vision’s employees including the manager. The researcher found herself distributing a total of seven questionnaires to the World Vision staff as the organization is composed of seven workers. Five were females and two males, as it is the structure of the organization. The researcher decided to give all staff members questionnaires as they all partake in communication, whether internal or external.

The other set was meant for the stakeholders of the organization mainly the two selected villages which are Zhende and Mantoni. A total number of sixty three questionnaires were distributed in the field. Balance between male and female who answered the questionnaires was made, having thirty male and thirty three female. However, males were hard to find since most of them are out of the community for employment to sustain the remaining family. The questionnaires were successfully returned and ensured hundred percent. This was achieved as the researcher allowed the respondent to fill the questionnaires in her presence and collecting back the papers as soon as they finish. However, only three papers were spoilt by the respondents as they provided information that was irrelevant to the question asked. On questionnaires the community needed translations from English to isiNdebele, since some of the members were not able to understand English and they were free to answer in isiNdebele. In addition, as the researcher is competent enough to read and understand isiNdebele even though she is Venda. Allowing the respondents



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to answer in isiNdebele made the respondents to freely express themselves in answering the questions.

Targeted audiences of the study were both interviewed and filled the questionnaires. World Vision staff and Nkayi community (Zhende and Mantoni village) were both interviewed. A total number of thirty people were interviewed. The study made a total number of four focus groups, made up five people. The rest were interviewed individually, especially the World Vision staff. This assisted the study to gather all the information that might be skipped if one used one method for data gathering. The study interviewed six workers from World Vision as the step user for sponsorship excused herself due to tight schedule. The study interviewed the staff using structured questions. This guided the researcher for not ending up being off topic and the researcher would develop follow up questions that were derived from the answers thrown back by the interviewees. This assisted the researcher to finding some relevant information that was not included in the structured questions. The interviewees would express their feelings both verbally and non verbally. This also assisted the researcher to depict meanings from non verbal communication that was expressed by the interviewees. The community would even stress their points using hands to add value to what they were saying.

Interviews in Zhende and Mantoni were conducted in isiNdebele for the benefit of those who are not able to understand and speak English. The researcher faced a challenge of balancing female and males for the interviews as males are a scarce resource in the community due to lack of employment. Out of twenty four people interviewed ten were male and fourteen were female. The villagers found it free to express themselves as some of them were familiar to me as I once worked at World Vision last year. Some even stated that they are free to be interviewed by someone they know than strangers who sometimes carry out their different researches in the community. Hence this led the discussions to be effective as they would air out their views without any fear in them.

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**Fig 1**  
**Table 1**

Methods	Males	Females	Total
Questionnaires	32	38	70
Interviews	17	23	40

Response rate of questionnaires and interviews

The above table illustrates the respondents’ rate of the questionnaires and interview. Out of seventy questionnaires distributed in Nkayi for the study. Questionnaires were effectively returned however, only three questionnaires were invalid for the study as they were not well answered. Interviews were conducted with World Vision staff, Zhende and Mantoni community. More women in contrast with men were interviewed in the study. Most men are out of the community for employment seeking since Nkayi is a rural area without enough employment for all.

### **5.3 Communication strategies used by World Vision to alleviate poverty**

The study has found out through participant observation and interviews with the MACS department that World Vision uses various communication strategies to communicate with the Nkayi community from Zhende and Mantoni from 2014 to date. The study also found out that World Vision communicates with its stakeholders in many different strategies, depending on the type of the stakeholder they are focusing on. Sixty seven questionnaires and thirty five interviews highlighted that World Vision make use of telephones, letters, meetings, brochures, posters and community newsletter to disseminate information to their stakeholders. The other eight indicated ignorance on the communication strategies used by World Vision in assumption that they failed to understand the question well. During internship at World Vision in 2014, the researcher observed that the organization made use of the above communication strategies to communicate with the community. Comparing with the results attained from the interviews and questionnaires, the researcher was sure that the community was giving facts that could be relied

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on without any doubt. The organization values effective communication as they only make use of strategies that are understood by the community. World Vision would communicate with community with emails however they noted that internet is very scarce hence they opted to use for internal communication only. Hence the communication strategies used to by World Vision to alleviate poverty in the community are effective.

Through an interview with the MACS department, the researcher found out that the newsletter is designed by the intern and edited by the Vukani Ndlovu, who is the leader in department. Finally it is sent to the ADP manager who approves for printing if they are no more editions that needs to be attended to. Through participant observation the researcher has realized that the community of Nkayi is salient to the organization. The community is given the opportunity to compile their own stories that they believe to be newsworthy and considering that it is World Vision related. They are given freedom to write their stories in isiNdebele and the intern is entitled to translate the stories to English. Through participant observation and interviews the study found out that the newsletter’s content is composed of images and text. Through the images used in the newsletter the community highlighted that children have a great interest to browse over it. During the interview with children from Nkayi primary, seven children also highlighted that they enjoy identifying themselves and parents in the newsletter. They all identified the children’s corner in the newsletter as another sector that makes children to have interest to associate themselves with the newsletter. Children browsing over the newsletter, it is certain that they attain skills communicated by World Vision on ways of alleviating poverty. Hence the communication strategies employed by World Vision are effective in alleviating poverty in Nkayi community as children are also included.

The study found out through interviews, questionnaires and participant observation that World Vision makes use of brochures to communicate with the community to alleviate poverty. Fifty questionnaires, of which three quarters were female, stated that the brochures are used mainly in addressing issues of health. Poor health is identified as part of being poor by Chinake (1997). Through interview with the development facilitator working with health issues she highlighted that World Vision partners with the ministry of health to promote health facilities of the community. Through interviews the community of Zhende highlighted that their village health

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workers are trained on health issues by the organization and they disseminate the information to the villagers. The village health workers are sometimes equipped with brochures to give to the community. For instance, brochures were made, encouraging exclusive breast feeding until six month and cholera brochures are some of the issues that are dealt with using the brochure as a communication strategy to alleviate poverty in Nkayi. This is a strong way of communicating with the community of Nkayi as an attempt to alleviate poverty in the community. This has been concluded after one of the villagers in Zhende highlighted that:

*“okungamabhuku lokhuyana kuyachaza ukubala njengoba kubhalwe ngesiNdebele, kusinika imifanekiso kanye lolwazi lokuqakatheka kokuvikela imikhuhlane. Lokhu kusenza ubuyanga besigaba bunciphe”.*

Meaning, Brochures are easy to understand as they are written in our local language, it also has pictures that makes reading interesting hence attaining knowledge on how to prevent diseases. This reduces poverty in the community. Through participant observation, the researcher noted that the community has much interest of brochures. Nkayi would even squash each other in scramble for the brochures. This illustrated that even though they might be much be interested in pictures they also learn more skills on how to alleviate poverty in the community.

The study noted through participant observation and questionnaires, that World Vision make use of review meetings that are conducted once a year in order to communicate with the stakeholders. Through interviews with the community, it has been noted that review meetings are effective in communicating with the community in trying to alleviate poverty. The review meeting invites all World Vision stakeholders in the community. These include the development facilitators, village health workers, child protection committee, community librarians, child monitors and project members. The meetings are facilitated by World Vision. Through participant observation, the researcher noted that the stakeholders are given a chance to communicate freely with the organization. Community members are free to express their challenges and suggestion that would assist in alleviating poverty in the community. Hundred people from thirty eight interviews and sixty two questionnaires highlighted the review meetings as the most effective communication strategy that World Vision use in alleviating poverty.

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Review meetings is the only communicating strategy that allows free flow of information from World Vision and the community vice versa without any delay. The researcher, in the study also observed that the community always confirm about the date of the review meeting so that they may air out their concerns and suggestion to the organization. In the interview conducted with the manager of World Vision Method Ndlovu, it has been found that the review meetings are meant to enhance two way communication with the community since the stakeholders are able to give feedback without delay during the meeting. The office highlighted that the points raised during the review meetings are addressed with importance as they are used to also budget for the financial coming year.

The study also discovered that World Vision uses grassroots communication. Thirty interviews illustrated grassroots communicators as community members selected to gather stories for the newsletter. World Vision has a total of almost twelve grassroots communicators. These individuals are selected in the community by the community, for them to communicate with the organization on behalf of the community and vice versa. Every citizen has a right to information. The grassroots communicators are also entitled to write stories for Nkayi World Vision newsletter. These stories are pertaining the developmental stories that are done by the organization. Skills on story writing and photographing have been disseminated to grassroots communicators. Good quality angled pictures are shot and used for newsletter. Through participant observation the researcher noted that grassroots communicators are essential strategy for communication. Most of the stories that happen at community level could not be captured by World Vision as they wont be eye witnesses. This also polishes the writing competence of the community as they always write stories most of the times.

In addition it emerged out of the study findings from sixty five questionnaires administered particularly on Nkayi community that posters are used as one of the communication strategies by World Vision from 2014 to date. The information contained by the posters would be trying to reduce poverty in the community of Nkayi. Twenty interviewed people highlighted that World Vision campaigned for social change behavior in terms of valuing birth certificates using posters as a communication strategy. Posters are designed by the MACS department and are usually

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placed in public places such as shopping centers, hospitals and clinics so that the masses can benefit from the message communicated in order to alleviate poverty in the community. This is to communicate with the community, illustrating the importance of attaining a birth certificate to every child. The child protection committee has done a huge difference in terms birth certificates attained by the community for their children.

### **5.4 Discussion**

World Vision noted that communication is vital for them to survive in the community of Nkayi. The communication strategies employed postulates that World Vision has realized that without communication the community would have differences leading to failure in meeting the organization’s objectives. Communication is defined as a transaction whereby participants work together to create meaning (Fielding:2004). For communication to be complete they is need for the participants to be both active by exchanging roles. The theory of two way communication assets that effective communication must give equal opportunities of expression and free flow of information . Allowance of free flow of information by the organization illustrates that World Vision values the decisions that would be suggested by the community of Nkayi. Hence the suggestion by the stakeholder salience theory that the stakeholders must be treated with salient is shown by the way World Vision enhance communication in their day to day operations. Communication strategies that are used by World Vision are employed in trying to reduce poverty that has stricken the community. Matebeleland North is among the poorest region in Zimbabwe due to shortage of rainfall in the region. On selecting the communication strategies that World Vision uses, one may note that the strategies engaged are meant to assist on ways of farming such as conservative farming and knowledge of drought resistant crops to alleviate poverty. The concept of communication states that for communication to be effective they must understand each other. However analyzing the communication strategies used by World Vision to alleviate poverty one may note that they is lack of dialogue through the strategies used. The use of brochures, posters and newsletters to communicate with the community allows information to flow in unidirectional without any room for feedback by the community. World Vision may assume that the message they communicated through the brochures and posters are understood the same way they thought would be. However, the chances are high that some of

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community members may interpret differently the message leading to distorted information, hence communication to alleviate poverty being a failure. World Vision needs to ensure that the community understands their message through developing a way of receiving feedback from the community. Review meetings are an effective communication strategy. They allow feedback from the community as they discuss issues together with the World Vision staff including the manager.

The communication strategies discussed above engage effectively with the stakeholders. In the theory of stakeholder salience, Mitchell et al (1997) postulates that stakeholders must be treated as people of great importance for the organization to survive. Failure of the organization to come up with communication strategies that would suits well the community, would automatically leading the organization failing to meet it objectives as they had highlighted that their main aim of existing in Nkayi community to deal with the poor to reduce poverty. The open system theory agitate for change in both the organization and the environment for an organization to be effective in its operation. Hence in World Vision we note that the communication through review meetings reinforces the open system theory as they abide on its thoughts. Even though the review meetings are viewed as effective way of communicating in the community, the fact that they are only carried once a year makes the effective of the strategy to questioned. Many and different issues would have occurred during the year to recall all of them during the review meeting, hence illustrating the shortfalls of effective communication by the organization to alleviate poverty.

### **5.5 Effectiveness of communication strategies used by World Vision**

From the interview conducted by the researcher with the manager, the study found out that the communication strategies employed by World Vision are effective as they allow participation of the stakeholders in coming up with suitable strategies. The MACS department has made it clear that community must feel free to engage with the organization in whatever issues they have concerning the organization. In an interview, a member of Zhende community highlighted that the impact of newsletter in communicating with the community is less effective. The newsletter is not enough to be given to all the community members and some does not have the opportunity to get hold of the newsletter. In the questionnaire some highlighted that the newsletter is written

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in English language that make some of the community members to be restricted to read the newsletter and benefit from it since they cannot read English.

Sixty questionnaires administered to the community reveals that content written allows proximity and prominence. All information that is included is from within Nkayi community, hence the community would love to associate themselves with news drawn local. Posters are designed with pictures of community members mainly the influential leaders like chiefs and kraal heads making it easier for the community to accept the information that is communicated by World Vision. By using prominent individuals the organization is certain that whatever is associated with leaders is viewed in a positive way. Through participant observation the researcher discovered that children have fallen in love with the newsletter. Distributing the newsletter, children would even ask for more newsletters as they highlighted that they feel special to be seen in the newsletter by other children. Children would not only view images but also read the stories, attain skills of poverty alleviation. Hence communication strategies employed by World Vision are effective to Nkayi community.

### **5.6 Discussion**

Communication to be effective they is need for dialogue between the receiver and the sender. In Nkayi community, for the communication strategies to be viewed as effective they must highlight that they alleviate poverty in the community. More so the community must be able to depict meaning in what is communicated. One may note that World Vision’s communication strategies are an effective way of communication as the researcher in the study found out that that they exchange information between the community and themselves. Lasswell (1947) model of communication has been crushed by many scholars as they insists that they is lack if dialogue and the receiver is pacified as recognized only as an object that cannot think or provide to the sender ideas that may be relevant. Inter cultural communication is important for the communication to be effective. Inorder for communication to be effective the receiver and the sender must share the same cultural aspect. If not so, the organization or the community of Nkayi must reach a concise on which culture to use in reducing poverty in Nkayi. Fielding (2009) argues that cultural stereotyping must avoided for effective communication.



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However, one may question the effectiveness of communication strategies used by World Vision as they do not give enough space for the community to give feedback on the issues that are highlighted on their newsletters, brochures and posters. Even though the community may give feedback it would be a delayed. Effective communication is when the idea intended by the sender corresponds closely to the message responded by the receiver. World Vision disseminates information through brochures and posters and waits for feedback during the review meetings that are only done once in a year. The stakeholder salience theory asserts that stakeholders of an organization are so essential for the flourishing of an organization. Therefore the communication strategies used by World Vision should consider whether stakeholders are receiving the message as intended.

Development communication involves communication programs for a community driven development (Mefalopulus 2008). This statement is strongly buttressed by the motto of World Vision Nkayi which reads ‘putting the community at drivers seat for development’. This illustrates that the organization of World Vision relies on the concepts development communication to alleviate poverty. The communication strategies used to alleviate poverty have the input of the community. The grassroots communicators who are part of the community are the ones who write stories for the newsletter. They also partake in ‘greeting video’ filming for sponsors. Community is not excluded in projects that reduce poverty in the community. It has been noted that for development in a community to be effective the community members should be participate in initiating the projects. Therefore one may note that World Vision through the communication strategies they use, the community members participate.

World Vision inter relates and depend on the environment in deciding on the communication strategies that they use. The open system theory argues that both the organization and the environment are prone to change by an influence by the other for effectiveness in whatever is done. World Vision found that the community of Nkayi has low literacy rate, therefore by introducing the newsletters, brochures and posters it is trying to boost the literacy in Nkayi. The community would improve their reading and writing competence by reading the stories from newsletters and brochures and writing the stories for the newsletter.

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## **5.7 Enhancement of two way communication through World Vision communication strategies**

Deducing from fifty five questionnaires administered to the community members, the study found out the organization thrives to enhance two way communication in alleviating poverty in the community through review meetings. During the annual review meetings the communities are given free space to communicate with the organization. Operations by the organization that affect the community are highlighted by the community and solutions are made. This illustrates that the organization values its stakeholders and are treated with respect as the African tradition values respect.

The organization views two way communication as important for effective communication in reducing poverty. Again basing on interview conducted the manager, the researcher discovered that ‘two way communication’ is effective as it enables the organization to be sure that, introduced projects for the community are accepted before they are initiated in the community. Two way communication therefore allows the organization and the community to discuss on the best way of reducing poverty and reaching a consensus at the end. Through participant observation, the researcher discovered that two way communication was used in the organization in dealing with problems that emanate from the community. Community would be asked to discuss the issues with the organization in order to solve the issue. The manager would even leave the office to field to talk with the community on the projects that were initiated. Stakeholders would not hesitate even to visit the office in any time to seek clarity on issues that they do not understand. By frequently coming for discussing with the organization, illustrates that World Vision values their stakeholders as they would leave their work and attend to the stakeholders. Through interviews with thirty two members from Mantoni and Zhende villages, twenty eight people argued that they is dialogue between the organisation and the community through communication strategies used to alleviate poverty.

## **5.8 Discussion**

Negotiating of meaning is vital in two way communication. Stakeholder engagement is essential for effective communication. Stakeholders are suppose to be treated with importance for two way communication. World Vision has ensured acceptance in the community that other organization might not imitate. Whatever is suggested by World Vision is viewed to be effective

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by the community for poverty alleviation. This is because the organization has portrayed that it values the community as it listens to their concerns. The organization produces the communication strategies for the benefit of the Nkayi community on their expense. The stakeholder salience theory argues that the organization needs to attend to whole stakeholder groups successfully for their own and community’s sake to build a strong reputation. However, the above point seem to have challenges basing on the fact that the groups of stakeholders are not identical they have different thoughts which might not be easier for the organization to attend to all of them. For example the issue of language on which to use in newsletters to enhance two way communication illustrate that satisfying all stakeholders might be a challenge for the organization.

Open system theory postulates that for communication to be effective, they should be interdependence to each other. Communication should be viewed as a system that works together with its stakeholders to achieve its goals of alleviating poverty in the community of Nkayi. The organization of World Vision relies on the community grassroots communicators on stories that feeds the newsletter. Grassroots communicators would decide not to submit the stories on time that would affect the publication of the newsletter on time. Hence open system theory, encouraging interdependence may deteriorate the performance level of the organization because of relying to the community.

Communication is lifeblood of an organization. Enhancement of two way communication is not meant for the organization and the community only. However the organization on its own should engage in two way communication internal for alleviating poverty in Nkayi community. In implementing the communicating strategies, it is important for the organization to assess if the strategies they are using are meeting their objectives, mission and vision statement. The vision statement of World Vision states that it is their wish to experience children having life in its fullness. Therefore the communication strategies implemented by World Vision are in line with their vision. The brochures emphasize on exclusive breast feeding for six months, hence valuing the life of children to it fullness.

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## **5.9 Challenges on communicating strategies used by World Vision**

Through seven questionnaires from World Vision staff and an interview with the department of MACS it has been found that finding a language to communicate with, that suits all stakeholders is challenging. However, they have decided to stick to English which is a universal language. “Some of our stakeholders are not able read Ndebele while the other cannot read English so it becomes a challenge for us on which language that can suits all stakeholders” reads one of the questionnaire response from the World Vision’s staff.

Judging from twenty three interviews conducted with Nkayi community specifically Mantoni and Zhende, the community highlighted that the communication strategies use the language they do not understand as a community. Some of the members can deduce meaning from English however most of the members are not able to even read English. The response from the community highlighted that they are not familiar with the newsletter that is produced by the organization reflecting that it is a challenge as they do not bring enough copies that can reach each and every individual in the community so they may partake in addressing issues of poverty in the community.

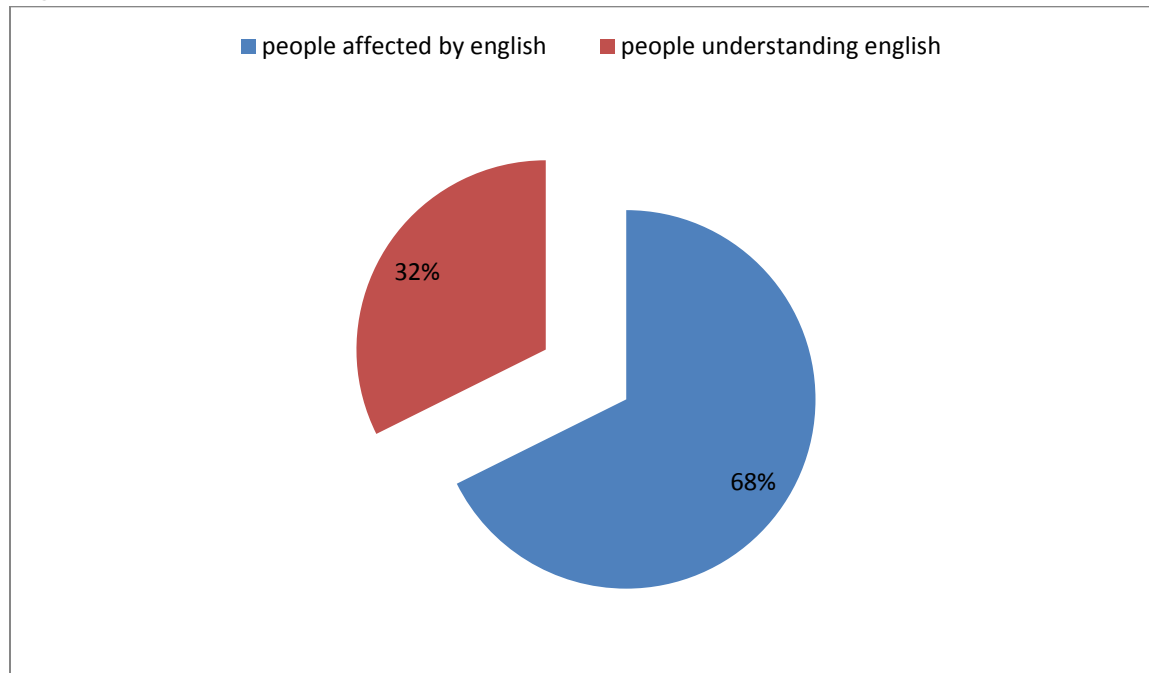
Through participant observation, the researcher noted that the posters, brochures and newsletters are linear communication. The above strategies do not provide space for the community to air out their questions where they could be misunderstandings. Some of the community members would come for clarifications on issues they did not understand. However, not all people would manage to come, hence the communication strategies has challenges in communicating with the community.

The study observed through questionnaires from the community that even though most of the community has cell phones that can be used as a communication strategy to alleviate poverty. They are challenges of connectivity as the network might be down most of the times. Moreso, the community faces challenges of power to recharge the mobile phones leading to communication to be a challenge when relying on phones.

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**Fig 1**



**Pie chat showing a number of people affected by the English language used for communication**

The pie chart above shows the number of people who are affected by the English language used in communication strategies used by World Vision. A total number of 23 which constitute sixty percent of the community identified themselves as having problems with English as they do not understand the language. Thirty two percent are the ones that understand English. The low percentage of people understanding English reinforces the fact that World Vision should consider to be bilingual in communication.

## **5.1.1 Discussion**

Inter cultural communication is more important for communication to be effective. Intercultural communication is defined as the relationship or acceptance of each other’s culture for communication to be effective. World Vision during the review meeting was told that the culture of community seeks all people to stand up as sign of respect and to welcome the head man. Hence World Vision has to abide by that culture in order for communication to be effective and not cause challenges. To avoid challenges in communication one has to liaise or accept the culture of the other. This would assist in building good relationships between the organization

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and the community. The challenges that the organization and the community face in the communication strategies is because they fail to accommodate each other's culture. World Vision is failing to accommodate the isiNdebele language in compiling their newsletter hence the community would find itself developing an attitude towards the newsletter hence communication not effective to alleviate poverty in the community.

Two way communication is normative in terms of its approach. It sets how effective communication ought to be practiced. What is practiced on ground by World Vision seem to oppose two way communication. Use of language that is not understandable by all stakeholders allows one to question dialogical communication that is agitated by two way communication concept. Challenges that are faced between the organization and the community can easily ruin the corporate reputation that the organization has. It stretches time for an organization to attain good reputation from the stakeholders, however losing it might only take seconds. Hence World Vision has to address the challenges with emergence.

The stakeholder salience argues that the organization should liase with the community on what they say. However, this might be a challenge for the organization to tolerate each and every individual from the community. Some of the community members once asked World Vision to purchase bicycle for the stakeholders for mobility. Due to cut off of budget by the support office it was not logical for the organization to consider what has been suggested by the community member.

The open system theory requires the organization to interdependent to the environment. Bastedo (2004) argues that for organizations to survive in unpredictable environment they is need for the organization to be flexible to change. The challenge is that the organization would not be constant on the communication strategies they used to alleviate poverty. Once the organization factor in isiNdebele newsletter, those who cannot even read Ndebele would also be complaining to the organization for alternative medium that would accommodate them. Hence World Vision would be mainly dealing with the community's issues relaxing on meeting their objectives.

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## 5.1.2 Prospects on communication strategies used by World Vision

Basing on the study findings from face to face interview with the management of World Vision, the researcher found out that to improve the effectiveness of current communication strategies would improve the eradication of poverty in a speedy way. This means that the communication strategies need to be revised by the organization together with the community of Nkayi in order to enhance two way communication at the same time. The Nkayi Newsletter needs to be revisited on the issue of language. In order for communication to be effective they should be something common to both the sender and the receiver, and language is one that must be common to both the sender and receiver. In order to solve the issue of language the organization has to develop multi lingual newsletter. Each publication of a newsletter must be publish in two languages which are English and Ndebele to cater for those who does not understand English or Ndebele to have an option hence making the communication strategy of newsletter being effective to reduce poverty in the community.

Through participant observation the researcher noted that grassroots communicators were complaining that the phones that are used for video filming are not enough for all grassroots communicators to do their work on time. Hence the organization is urged to increase the number of phones in order for the videos to be collected on the exact time without delays. The issue of producing videos on time is important since the videos gathered are used as a strategy of communication to lure sponsors in sponsoring children from Nkayi. Hence increasing the funds of the organization that would assist in alleviating poverty, through projects that are initiated by the organization and the community.

On the questionnaires, the community highlighted that World Vision does not communicate effectively with community. This is because the organization relies on one communication strategy to disseminate information. Therefore it would be ideal if the organization may try to make use of more than one communication strategy. For example, they may write letters to the community at the same time making phone calls so that information may reach all the targeted audiences.

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## 5.1.3 Discussion

Reputation is essential for an organization to sustain its operation in a community. Social responsibility by an organization to the community assists in building reputation of the organization. It is difficult for one to distinguish if the organization’s social responsibility is genuinely meant for moral conduct or instrumental adoption (Windsor:2001). However, World Vision’s social responsibility can be argued to be genuinely. The organization has no intention of generating profits in their operation but only to save the poor from poverty. Setting clear objectives in relation to corporate social responsibility illustrates that the organization has people at heart.

Open system theory asserts that people and their organizations must have an open and adaptive relationship with the environment to ensure effectiveness. Therefore the organization and the community must inter dependent to each other for effective communication to alleviate poverty in Nkayi. Not only the community of Nkayi must depend on World Vision but also the organization must be depending on the community to survive. Without the community of Nkayi, the organization of World Vision Nkayi would cease to exist. Hence dependency is essential to all the parts. Stakeholder salience is never static. It is always in a form of change. World Vision therefore needs to also change the communication strategies that they use for the stakeholders as their salience and relevance always change.

The corporate communication postulates that communication must not be a lecture but discursive. The future of the company lies on the reputation that it has from the stakeholders. The organization therefore needs to communicate with caution that their reputation is not ruined through their communication. Use of connotative words in brochures and posters for the community would lead to reputation of the company to decrease. Cornelissen (2008) argues that the communication professionals deserve a managerial position in order to use communication strategies that are effective in alleviating poverty. Development communication implies respect for the human. Through the core values of World Vision, the organization states they value people on their daily operation. This is clearly illustrated by the effort of implementing communication strategies that would assist the people in the community to reduce poverty.



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## **5.1.4 Conclusion**

This chapter presented the research findings and findings were discussed in relation to the theories and literature review guiding the research. Response obtained through questionnaires and interviews answered the research questions of the study and objectives. The next chapter presents the summary, recommendations and conclusion.

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## CHAPTER 6

### Summary, recommendations and conclusion

#### 6.1 Introduction

This chapter summarizes the research study and gives recommendations for further study and the organization (World Vision) based on research findings. The study aimed on assessing the communication strategies used by World Vision in alleviating poverty in Nkayi community from 2014 to date. The study was mainly guided by three theories which comprise of stakeholder salience theory, open system theory and two way communication. Since the researcher has passion for communication, the study has increased the knowledge of communication to the researcher. Dealing with literature review and theoretical framework in chapter two, the researcher found very few local scholars on communication to study. Hence this research would contribute to local sources that would be referenced in communication studies.

#### 6.2 Summary

The study focused on the communication strategies used by World Vision to alleviate poverty from 2014 to 2015. Communication strategies employed by World Vision were established also highlighting their importance in alleviating poverty. The targeted population was the Mantoni village, Zhende village, World Vision organization mainly the Marketing and Communication in Sponsorship (MACS). The two villages were selected basing on the fact that they are part of the area development programme (ADP) of World Vision. The communication strategies assessed were the community review meetings, Nkayi Newsletter, posters, brochures and grassroots communicators. The analysis of the organizational political economy would assist the readers to understand better the environment which the organization operates.

The study presented the facts that led the researcher to focus on the topic. The background of World Vision organization that is under study has been presented for the readers to have a glimpse of the organization. The research problem, objectives and research questions has been also highlighted to illustrate the reasons that influenced the study to be carried. Focus groups, face to face interviews and questionnaires were used as method of data gathering for the study. The methods of data gathering assisted on coming out with findings of the research. A total

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number of seventy questionnaires and forty interviews were conducted. Interviews were drawn from people who are both affected and affect the communication strategies, who are those in ADP (Mantoni and Zhende). Participant observation allowed the research to have first hand information that was attained by the researcher in 2014. Literature from relevant scholars for the study was referred to. This was to assess what was been studied by other scholars in relation to the topic under study. Theories related to communication in a community such as the stakeholder salience theory, two way communication and open system theory were used to guide the study on assessing the effectiveness of communication strategies used to alleviate poverty in the community of Nkayi form 2014 to date.

Organizational analysis of World Vision was presented. This was to analyze if whether World Vision were operating under the mission statements, core values and vision statement in relation to the communication strategies used to alleviate poverty. Political economy of World Vision was assessed on how it influences the day to day operating mainly on how it affects the communication strategies used by World Vision to alleviate poverty. It has been discovered that the one who owns the means of production has great influence on the operation of an organization. Funding that is through sponsorship also shapes the operations of the organization in favour of the thoughts of the sponsors.

The research managed to meet the objectives of the study assisted by the research questions. Communication strategies used by World Vision to alleviate poverty in Nkayi community which include the newsletters, brochures, posters, grassroots communicators and review meeting were successful identified. Some of the strategies enhance effective communication even though they are some that stifle two way communication. Hence the researcher would give the organization and the community recommendations on the best way to improve their communication strategies for them to be more effective in alleviating poverty.

### **6.3 Recommendations to World Vision on communication strategies**

Basing from the findings of the study, the researcher strongly recommends World Vision to use communication strategies that enhances two way communication which is dialogical. Meetings, social media such as Whatsapp, facebook should be used since they enhance transactional

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communication which can enable World Vision and Nkayi community to reach mutual understanding.

The study recommends World Vision that there is need for the organization to use local language to Nkayi community, which is isiNdebele. This would benefit both the organization and the community to have two different copies, one for English readers and the other for IsiNdebele readers. This would assist those from the community who cannot read English. Through diversity of languages, the organization would be able to reach all the targeted audiences to partake in alleviating poverty. Some people who can make a change by using the skills that are communicated through English language are left out just because they don't understand the language used by World Vision to communicate with them on developmental issues to their communities.

In addition, the researcher in the study also recommends World Vision to employ more of communication strategies that enhance two way communication such as making use of social media. This is because the finding highlighted review meeting as the only strategy that uses two way communication in alleviating poverty. Two way communication is essential for effective communication. Without effective communication with the community World Vision would find its self facing challenging in meeting their objectives. The community seems to appreciate the strategies that are used by the organization however, they weaken the stakeholders as people who cannot make any difference by giving feedback.

Again the research recommends World Vision to constantly communicate with the community. Review meetings that are conducted once a year need to be at least done quarterly for the benefit of both the organization and the community. Review meetings are the most effective way of communicating with stakeholders hence they must always conduct the meetings. Yearly review meeting has a challenge of leaving out burning issues as they will be many issues to deal with. However, if they are at east done quarterly all issues would be managed to be addressed without encountering any problem.

Furthermore, from the findings of the study the research recommends World Vision to use suggestion boxes in the community so that they may post their suggestions to the organization

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and the comments they would have emanated from one way communication strategies such as the brochures and posters.

The researcher recommends the community of Nkayi to participate effectively on the review meetings. The community would also participate on identifying communicating strategies used to alleviate poverty.

### **6.4 Area for further research**

The researcher only focused on communication strategies used to alleviate poverty in Nkayi community due to limitations of resources and time faced by the researcher. The researcher therefore recommends that a study should be conducted on the influence of World Vision in Zimbabwe towards reinforcing developmental communication.

### **6.5 Conclusion**

The chapter concludes the entire study. Recommendations for both the organization and for further studies were highlighted. Assessment of communication strategies used by World Vision to alleviate poverty was well carried. The study managed to gather evidence that led for the findings presented in chapter five. The study responded to research main question and sub questions and the entire objectives of the study. Objectives of the study were immensely achieved through research methods that assisted to gather relevant information. Through this study, the researcher has gained much more knowledge on the studies of communication.

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## APPENDIX 1

### Questionnaires

My name is Vigelence Ndou in 2014. I am a student at Midlands State University studying Media and Society Studies Honours degree. As part of my studies, I’m carrying out a research looking entitled “ An assessment to communication strategies used by World Vision to alleviate poverty in Nkayi community from 2014 to 2015”. I kindly request your corporation in assisting me with details to my research question to enable me in coming up with informed decisions. Your response will be used strictly for academic purposes.

### SECTION A

Fill in the blank space where applicable

N.B DO NOT WRITE YOUR NAME

a) Age

20-30	
40-50	

b) Sex

Female

Male

1. Do you know World Vision?

yes	
no	

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2. How frequently does World Vision communicates with the community

Once a month	
Twice a month	

3. Does World Vision uses communication for development and poverty alleviation in Nkayi community.

yes	
no	

4. If yes, how does World Vision uses communication to alleviate poverty to Nkayi community?

.....

5. Have you come across the Nkayi Newsletter produced by World Vision from 2014 to date?

yes	
no	

6. If yes, do you understand what is written inside?

yes	
no	

7. What do you understand on the newsletter written by World Vision.

.....

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8. Which communication strategies are employed by World Vision in alleviating poverty?

.....

9. Do you think, communication strategies employed are effective to alleviate poverty?

yes	
no	

10. Which one is the most effective and why?

.....

11. How do you communicate to World Vision as a community that receives assistance?

.....

12. Does World Vision consider your decisions you suggests about communication strategies used to reduce poverty?

yes	
no	

13. How does the communication strategies employed assist you to develop as a community?

.....

14. Can you briefly comment on the challenges face on the communication strategies employed by World Vision in dealing with Nkayi community?

.....

15. How could World Vision improve on their communication strategies in assisting Nkayi community?

.....

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## APPENDIX 2

### Interviews

My name is Vigelence Ndou. I am a student at Midlands State University studying Media and Society Studies Honors degree. As part of my studies, I’m carrying out a research entitled “An assessment to communication strategies used by World Vision to alleviate poverty in Nkayi community from 2014 to 2015”. I kindly request your corporation in assisting me with details to my research questions to enable me in coming up with informed decisions. Your response will be used strictly for academic purposes.

#### Interviewee information

1. What do you understand about the term communication?
2. How frequently does World Vision communicate with its stakeholders especially the Nkayi community?
3. What type of communication strategies are employed by World Vision to alleviate poverty in Nkayi community?
4. How effective are communication strategies used by World Vision to alleviate poverty?
5. How does the community respond to the communication strategies that are employed by World Vision?
6. To what extent does communication strategies used by World Vision reinforces two way communications?
7. How does World Vision alleviate poverty of the Nkayi community through communication?
8. What challenges do you face as an organization in communicating with Nkayi community?
9. Does the quarterly Nkayi newsletter reach all stakeholders
10. Does the MACS department make decisions on how to communicate with the community?

Thank you!

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## Organogram for World Vision Nkayi

