Public Policy Marketing Practices and Performance of Poverty Reduction Projects in the Agricultural Sector in Central Kenya

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Abstract

This study seeks to: determine the influence of public policy marketing practices on the performance of poverty reduction projects in the agricultural sector, assess the influence of managerial qualities of project staffs on the relationship between public policy marketing practices and performance of poverty reduction projects; investigate the influence of demographic characteristics of project target beneficiaries, evaluate the joint influence of public policy marketing practices, managerial qualities of project staffs and demographic characteristics of project target beneficiaries. The study is anchored on the broad theory of social marketing. Other supporting theories include adoption and diffusion of innovations and public policy formation and marketing. The study aligns itself with the positivist paradigm. Four hypotheses are developed and the study population is proposed to comprise all the poverty reduction projects in the agricultural sector in central Kenya. Performance Index (PPI) and other Project performance issues, as identified by the project staffs, will be used as the performance indicators.

Key Words: Public Policy Marketing, Poverty Reduction, Demographic Characteristics, Managerial Qualities, Project Target Beneficiaries.

Introduction

In developing countries and particularly in Africa, the goal of poverty reduction is one of the principal reasons why Governments are elected. In fighting poverty, Governments often seek financial help from the International Development institutions such as the World Bank, and the International Monetary Fund (IMF). Bilateral institutions such as United States Agency for International Development (USAID), the Department for International Development (DFID) of United Kingdom and Danish International Development Agency (DANIDA) among many other institutions have also extended a financial helping hand. Unfortunately, such "Aid" which comes with conditionality often leaves a country worse off than it originally began. One of the reasons for this unfortunate scenario is absence of good poverty reduction policies. Where satisfactory policies exist, the implementation of these policies is often weak resulting in poor outcomes hence poverty persists. The implementation of poverty reduction policies may be associated with public policy marketing practices.

Public policy marketing practices fall under the general theory of social marketing. Which is a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviour that benefit society (public health, safety, the environment and communities), as well as the target audience(Nancy & Kotler, 2011).

According to Nancy and Kotler (2011), a public policy, whether economic or fiscal, may be considered to be a specific recommendation, prescription or a course of action and therefore a solution product proposed to solve identified social problems which can be marketed using the principles of social marketing. A Project is more likely to succeed if staffs possess managerial qualities such as strong technical, marketing and management skills and believe in participative style of management (Thieme et al, 2003). Understanding managerial qualities of project staffs and demographic characteristics of target beneficiaries is important for project success.

This study is anchored on the theory of Social Marketing. Other theories supporting the study include, Public Policy Formation and Marketing, Adoption and Diffusion of innovations. The theory of social marketing is relevant since poverty is a social issue and interventions need marketing to reach the intended beneficiaries. The principles of social marketing are therefore more appropriate than those of commercial marketing. On the other hand, interventions come in form of policies to be marketed to target adopters hence the need to understand the theory of Public Policy Formation and Marketing. Target beneficiaries have the choice of either adopting the policy products or rejecting them. The Theory of Diffusion and Adoption of innovations together with Buyer Behaviour therefore become necessary to this study. Rogers (2003) asserts that a population of target beneficiaries may have five different segments. These are innovators, early beneficiaries, early majorities, late majorities and laggards. Each category has demographics and attitude towards a particular innovation. The theory of public policy follows the process of identification of the problem, policy formulation, analysis, implementation and finally the monitoring and evaluation of the impact(Buurma, 2001).

Discussions and documentation of fighting poverty have been common in Kenya. In 1965, the Government of Kenya (GoK) came up with a policy articulated in Sessional Paper number 10, which identified poverty, disease and illiteracy as the key challenges to development. Key strategies focusing on these challenges are articulated in several public policy documents. Kenya has a well-established international reputation for preparing high quality policy documents (Ryan, 2002).Good projects and programmes have been designed to implement the poverty reduction policy but marketing of these projects has been a challenge (Gitu, 2001; Ryan, 2002). Researchers, including Kenya Institute of Public Policy Research and Analysis KIPPRA (2013) have shown that in spite of the considerable amount of resources put into fighting poverty, the problem persists. The motivation for this study was the quest by the current researchers, to understand and explain why in spite of all the effort by GoK over the past fifty years, the World Bank and other development partners, poverty persists and in some cases, appears to increase.

Public Policy Marketing Practices

Public policy marketing practices, according to Buurma (2001), is the sum total of planning and executing processes to cause marketing exchanges with social impact. Since a public policy is a specific solution product proposed to solve an identified social problem, it can therefore be marketed using social marketing principles (Nancy &Kotler, 2011). The concept of public policy marketing practices, allows governments to sell their policies. Thus Public Policy Marketing Practices is likely to improve implementation of policies to citizens (Kotler & Lee, 2009).

Since public policy introduces ideas and innovations that are perceived to be new to targeted beneficiaries, diffusion of innovation (DOI) theory (Rogers, 2003) is a useful model to explain user adoption of new technologies introduced by a public policy. Rogers (2003)posits that diffusion takes place at the level of social systems. It is defined as a process where an innovation is communicated through certain channels over time among the members of society. It is the way the innovation is spread. Adoption, unlike diffusion, takes place at individual level (Rogers, 2003). Adoption theory explains the way a population or target beneficiaries acquire an innovation or changes behaviour. Poverty reduction policy targets the poor. Marketers of new poverty reduction innovations introduced by a public policy are more likely to succeed if they target early beneficiaries(Gerard, 2014).

Managerial Qualities of Project Staffs

Project staffs refer to project managers (or coordinators) directly involved in implementing the project. Managerial quality of project staffs refers to the ability and capacity of project staffs to use the resources available to achieve the objectives of a project on time and within the agreed cost structure. Project staffs of poverty reduction projects, which possess strong technical, marketing, and management skills are more likely to succeed in getting the projects adopted (Thieme et al, 2003).

Participative style of management and support from senior policy makers increase chances of success. Availability of adequate resources to implement the project and frequency of visits by project staffs are factors that increase the probability of adoption. Exemplary organizational skills are necessary for good project staffs. They are charged with managing several taskssimultaneously, organizing and managing other workers. They maintain project budgets, develop work plans and ensure they operate within a budget constrain. They also ensure they meet milestones and deadlines, address and handle issues and setbacks, and meet client needs (Larsen, 2011).

According to Larsen (2011), a competent project staff is a good communicator, a master negotiator, listens to the workers and the clients.Effective project staffs, according to Baker (2010), command respect naturally, sets priorities and is flexible. Project priorities are set, observed, and re-evaluated frequently. Such staffs are sensitive to the needs of stakeholders and are good communicators. Larsen (2011) argues that effective project staffs take charge and can make unpopular decisions. They protect their workers whenever necessary, and focus on meeting their clients' needs. Therefore, poverty reduction projects that are run by staffs with most of the above qualities have a much higher chance of succeeding.

Demographic Characteristics of Target Beneficiaries

Demographic characteristics of target beneficiaries refer to the age, gender, level of education and income associated with a particular target adopter. These characteristics are important factors influencing adoption of poverty reduction policy by target beneficiaries (Adeoti, 2009).

The age of a target beneficiary is important in the success of a project. Some projects are better suited to the younger population than others are. The gender is another important factor as women are said to better implement some projects than men. The level of education is also an important factor to consider. If a project requires a certain level of education for the beneficiaries to understand it, then it would have a lesser chance of success with beneficiaries of a lesser education level. On the other hand the level of income of target beneficiaries required by a project is also an important factor. If for example a project requires cost sharing for its services and/or products, those with lower incomes many not have the capacity to adopt the project.

Rogers (2003) posits that, beneficiaries who adopt innovations early, form 13.5 percent of the population and are well-known opinion leaders who spread new ideas to others. Project early beneficiaries tend to find out how a new idea or product can meet their demographic needs (Robinson, 2009). Adesope et al (2012) argues that these early project adopters are willing to invest money to acquire the new innovations brought by the project. If they see no immediate demographic benefit, the adoption level will be low. Hence, project staffs should focus on the early beneficiaries to maximize on the possibility of project adoption (Hamblin, 2014).

Performance of Poverty Reduction Projects

Performance of Poverty Reduction Projects refers to the extent to which a given project has achieved its stated objectives. A good project should have a prioritized list of objectives with well-defined benchmarks and timelines. According to Greene (1990), a public policy is a latent variable. Latent variables are intangibles that cannot be measured directly except through proxy variables. To implement the poverty reduction policy, programmes and projects are designed and implemented which then act as proxies of policy adoption and implementation. The success or failure of a given project may be measured using a performance index (PI) of its stated objectives. The PI indicates the degree of achievement of the various performance targets set by each project.Thieme et al (2003) suggests another method of assessing performance of projects and asserts that a project will succeed or fail based on what beneficiaries perceive as the benefits derived from adopting the project, ease of use, facilitating conditions (or supporting infrastructure), and the perceived social value. Gondi (2005)posits that, programmes and projects for poverty reduction are said to have succeeded if they improve the lives of their intended beneficiaries.

According to Gondi (2005), one way of measuring performance of projects is to gauge the perception of target beneficiaries on whether they consider the projects as having reduced their poverty levels, improved their incomes, levels of education, health status and food security and nutrition. Another way is to assess the perception of project staffs on what they feel the project has achieved. Pozin(2013) gives six factors for measuring performance of a project namely; first the schedule-timely completion; second the scope (or objectives) of what the project needs to achieve within the time frame; third, a budget which, is often the most important for many projects. In the end, the project should achieve its objectives strictly within the budget; fourth, staffs satisfaction is another important factor.

The project management staffs should never be taken for granted; fifth customer/target beneficiaries' satisfaction. Target beneficiaries may not be sure of exactly what they want. It is the job of staffs therefore, to identify the needs. Sixth, the quality of work as the outcome of one project may affect the quality of another project. It is important therefore, to monitor and evaluate quality and adjust accordingly.

Agricultural Sector Projects in Kenya

Poverty reduction efforts in Kenya date back to 1963. More recently, the Kenya Vision 2030, launched in 2008 after successful implementation of the Economic Recovery Strategy for Employment and Wealth Creation (ERS) 2003–07, is the country's long-term blueprint for economic, political and social development. Vision 2030 is anchored on three pillars. The first pillar of economic development, aims to attain and sustain an economic growth rate of 10% per annum until 2030. It is expected that this will generate resources to achieve the Sustainability Development Goals (SDGs). The social pillar is second and seeks to create just, cohesive and equitable social development in a clean and secure environment. The third is the political pillar that aims to achieve an issue-based, people-centered, result-oriented and accountable democratic system. (GOK, 2005). Agriculture is one of the key sectors identified under Vision 2030 to help deliver the 10% annual economic growth rate proposed by the economic pillar. Agriculture is important to Kenya's economy. It directly contributes 24% of GDP and another 26% indirectly (GoK, 2005). Vision 2030 calls for a transformation of smallholder agriculture from subsistence to an innovative, commercially oriented, and modern sector growing at a target of 7% annually. In response to this challenge, the Ministry of Agriculture, Livestock and Fisheries (MoALF) developed the Agricultural Sector Development Strategy 2010–20(ASDS) from which Agricultural Sector Development Support Programme (ASDSP) was designed and implemented in 2013.

The country continues to exhibit strong social differentiation, with exclusion and disadvantage reflecting stratification by class, ethnic group, gender and region. Kenya's Gini coefficient, which measures inequality of expenditure per adult equivalent, declined from 0.417 in 1997 to 0.380 in 2005/06 in rural areas. In urban areas, the coefficient rose from 0.426 in 1997 to 0.447 during the same period. ASDSP (2013) asserts that food security and adequate nutrition levels have not yet been achieved for most Kenyans. The national food poverty rate is estimated at 45.8%. There is strong regional variation in levels of food poverty and malnutrition. ASDSP, a sector-wide programme has the overall aim to support the implementation of the Agricultural Sector Development Strategy 2010–2020(ASDS). ASDSP is one of the programmes designed to implement the poverty reduction policy. Ryan (2002) asserts that Kenya has good poverty reduction policies but implementation has been lacking. According to Ryan (2002), Kenya has a well established international reputation for preparing high quality policy documents but has also a reputation for backtracking on such policies. Many National Development Plans and strategies such as Economic Recovery Strategy (2004), and Vision 2030,emphasize the need for poverty alleviation. In spite of these well-intentioned plans, the implementation appears unsuccessful. The ASDSP has some 147 projects being implemented in all the 47 counties. This study considered 53 of these projects based in central Kenya.

Literature Review

A review of the extant literature revealed few studies that link Public Policy Marketing practices and performance of poverty reduction projects. The effect of managerial qualities of staffs and the demographic characteristics of target beneficiaries on the performance of projects has also not been adequately studied. Rynell (2008) in a study conducted in the United States of America found that poverty is widespread in America. However, the poor population is not homogenous and that each group has different triggers to poverty. In another study done earlier in the same country by Thieme et al (2003) tested 20 hypotheses and found that participative style of management and support from policy makers will influence success of poverty reduction projects. However, the moderating effect of the managerial qualities of project staffs and demographic characteristics of beneficiaries were not considered in these studies hence the need for the current study. Bredgaard and Larsen (2007), in their study conducted in Australia, Holland, and Denmark to analyze the interconnections between formal policy and operational policies, interviewed key respondents in the three countries. The study concluded that quasi market models could not live up to the preconditions for a well functioning market and political expectations. The study however focused on formal policy but did not link the marketing of the policy with performance of projects meant to implement the policy. Further, the roles of project staffs and beneficiaries of such policy were not considered.

Turkyilmaz, et al (2011) in a study of 220 public service employees in Turkey found that there is a strong relationship between staffs satisfaction and loyalty. However, the study did not look at the quality of these public service staffs charged with implementing government policies thus leaving a knowledge gap which the current study sought to narrow.Linna, et al (2011) in their study of productivity in Finland's public service found thatto developpublic sector productivity, the issue of effectiveness in the public sector's development efforts need to be considered. The study however had significant limitations in that it did not consider the role of marketing of policies in the effectiveness of development.

Further, the quality of staffs and demographics of the development recipients was not considered. Buurma (2001) in a study based in Netherlands asserts that the concept of Public Policy Marketing practices as a tool to market policies to citizens is expected to improve implementation of government policies. Managerial qualities of staffs such as strong technical, marketing, and managerial skills are important for success of projects. However the study did not consider the role of beneficiaries in the performance of projects.

Irwin (2014), in his study of associations that influence public policy in Tanzania concluded that attempts to influence policy are not good enough to practitioners. The study however did not take into account whether the government of Tanzania markets policy and whether staffs who implement policies are of right quality. Although it is argued that beneficiaries' participation is critical to project success, it is inconclusive on what role the target beneficiaries have on Public Policy Marketing practices (Mitullah, et al 2005).

Ayiro(2010) did across-sectional survey study in Kenya to identify key entrepreneurial variables in social entrepreneurship contributing to enhanced impact of HIV/AIDS policy. The study found that 53 percent of variation was explained by organizational boundaries, work discretion, rewards management support and time availability. The study however did not look at the marketing of the HIV/AIDS policy, the quality of staffs involved in implementing the policy and the demographic characteristics of the target patients.

Social Marketing Theory

Social Marketing Institute (SMI) defines social marketing as the planning and implementation of programmes designed to bring about social change concepts from commercial marketing. Social marketing is a process that applies marketing principles and techniques to create, communicate and deliver value in order to influence target audience behaviours that benefit society and the target audience (Nancy &Kotler, 2011).A public policy, whether economic or fiscal, is a specific recommendation, prescription or a course of action and therefore a solution product proposed to solve identified social problems (Andreasen, 2002). It can therefore be marketed using the principles of social marketing (Nancy &Kotler, 2011).

Theory of Public Policy Formulation and Marketing

The theory of public policy formulation process, according to Anderson (2003), follows five stages. First, identifying the problem and setting the agenda. This involves identifying problems to be solved by public policies. The second stage focuses on formulation of proposed courses of action sometimes called available alternatives or options. The third stage is adoption, which comprise choosing the best alternative. Here, taking no action is an option. The fourth stage is implementation which involves the actual activities done to apply adopted policies and finally fifth, monitoring and evaluation which involves activities to determine whether the policy is achieving its intended goals and also identifying divergences and other unintended consequences.

According to Buurma (2001), policy marketing is very different from a tangible product or even service marketing because the choice made by the target beneficiaries directly affects their welfare. Marketing of a public policy requires a different marketing mix from the traditional one. In addition to the traditional 4Ps of marketing (product, price, place and promotion), Weinreich(2010) proposes four additional social marketing Ps, namely publics, partnership, policy environment and purse strings. Publics are the external and internal groups which are active in the programme. Social marketers of necessity have a multiplicity of audiences involved in their programme in order to succeed. By their nature, social issues are complex and one agency cannot make an impact by itself, hence the need to form partnerships. Weinreich(2010) argues that social marketing programmes needs a supportive policy environment in which the programmes are operating.

Theory of Adoption and Diffusion of Innovations and Buyer Behaviour

Diffusion and Adoption of Innovation (D&AOI) theory (Rogers, 1995, 2003), proposes five adopter categories. These are Innovators, Early Beneficiaries, Early Majority, Late Majority and Laggards.

Most beneficiaries tend to be in the middle. Adesope, (2012) gives five factors influencing adoption of an innovation. These include first, relative advantage meaning the extent to which an innovation is perceived to be better than the idea, programme or product it seeks to replace. The second is compatibility which involves the extent to which the innovation is consistent with experiences, values, and the needs of the target beneficiaries. The third factor is complexity which indicates the degree to which the innovation is easy to understand and/or use. The fourth factor is Triability which indicates how difficult it is to test or experiment the innovation before the beneficiary decides to adopt it. The fifth factor is observability which reveals the extent to which the innovation provides tangible results.Buyer behaviour may be taken to comprise the study of processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires (Solomon et al., 2013).The Utility Theory (UT) is the most common model and proposes that the choices made by consumers are based on what they expect as outcomes of their decisions. Buyers make rational decision based on their self-interest (Schiffmanet al, 2014). Njuguna (2013) concludes that because of buyer behaviour of social products, there is need for a social marketing policy.

Public Policy Marketing Practices and Performance of Poverty ReductionProjects

Smith (2000) concluded that selling is a necessity whether selling a tangible product such as soap or an intangible product such as a school choice. The author asserts that a policy reform idea or a loaf of bread is unlikely to walk off the shelf on its own. Most intellectuals do not understand how the marketing of a policy is different from marketing of a tangible product (Smith, 2000). Buurma (2001) focused on the concept of public policy marketing practices as a tool to "sell" policies to citizens. The author concluded that public policy marketing improves implementation of public policies and that citizen participation is critical to success. These studies addressed the theoretical aspects of policy marketing but did not look at performance of projects and did not consider role of beneficiaries on the public policy marketing practices.

Yasmin (2013) found that projects that succeed; meet the set objectives, are implemented and maintained within a set timeline, and are financially efficient, deliver expected outcomes and have good return on investment. The author asserts that the most critical factors in project success are effective management and governance. The most critical project characteristics for success according to Yasmin (2013) include first clearly articulated goals. Second is detailed comprehensive and long-term planning. Third, the deliverable quality criteria need to be identified early in the project. Fourth the project needs an active support from the executive who shares the vision of the project. This study did not look at policy marketing. There is a need therefore for studies that look at performance of projects and the role of beneficiaries on the public policy marketing practices.

Public Policy Marketing Practices, Managerial Qualities of Project Staffsand Project Performance

Cross and Brohmann (2015) identified several challenges for project managers and policy makers. These include: identification of critical issues and relevant stakeholders for evolving technologies; introduction of relevant projects in the right contexts; directing timely marketing effort to the right beneficiaries using the best method and evaluating the impact at appropriate stages. Thieme et al (2003) concluded that project staffs with strong technical, marketing, and management skills, who believe in participative style of management, are more likely to succeed in implementing poverty reduction projects. Government support and allocation of adequate resources are factors that increase the probability of adoption.

Larsen (2011) found that a project manager who portrays confidence will be remembered by clients long after a project is completed. The researcher concluded that effective project staffs will always take charge and never shy from making unpopular decisions. They will support their workers whenever necessary, and are focused on meeting their clients' needs.

Public Policy Marketing Practices, Demographic Characteristicsof Target Beneficiaries and Project Performance

Kibera (1979) concluded that while several demographic and socioeconomic variables may explain the earliness-lateness dimension of innovative behaviour, they do not substantially influence the intensity of the adoption process. Rynell (2008) focused on finding out the causes of poverty in the United States of America. Based on empirical studies, she concluded that poverty is widespread in America and that poor population is heterogeneous with different triggers for entry into poverty.

Venkatesh et al (2008) identified four demographic characteristics of target beneficiaries, namely gender, age, experience and voluntariness of use. The study asserts that expectation of behaviour is a predictor that may explain the limitations of the intention of behaviour, provides facilitating conditions and gives a better understanding of how to use technology. They argued that the cognitions that are behind the intentions of behaviour and expectation may be different. Further the mechanisms used to influence different conceptualizations of use may also differ. They concluded that gender, age, level of education and income moderates the relationship between perceived usefulness, ease of use, and intention to use. They focused on developing a theoretical model to explain behavioural expectations rather than its application. An empirical study based on the African context is therefore useful.

Public Policy Marketing Practices, Managerial Qualities of Project Staffs,Demographic Characteristics of Target Beneficiaries and Project Performance

Wymer (2011) provided better understanding of the factors behind poor results of social marketing campaigns. The study proposed a model which may be used to guide strategic social marketing planning to improve programme outcomes. This study found that over-reliance on commercial marketing tactics and an over-emphasis on individual behaviour change limits social marketing planning. The researcher did not consider the effect of policy as a product. Donovan (2011) described and dispelled eight "mythunderstandings" common with social marketing practitioners. The study presented observations on issues that arise from social marketing forums and conferences and suggested that a look at the history of marketing could help dispel some of the observed myths. The researcher however, did not consider social marketing mix.

Viswanathan et al (2012) described findings of a study of informal economy of consumers and owners of survivalist microenterprises in subsistence marketplace in South India. They carried out a descriptive cross-sectional field survey and concluded that general environment in such settings is characterized by pervasive interdependence among people. The researcher did not consider the role of social marketing. Njuguna (2013) concluded that there is need for a social marketing policy after studying Community Based Organizations operating in Nairobi County only. It was important therefore to have a study that considers the social marketing mix in other counties.

Summary of Knowledge Gaps

Literature has exposed gaps among the relationships of public policy marketing practices, managerial qualities of project staffs and demographic characteristics of target beneficiaries, and performance of poverty reduction projects. The gaps relate to conceptual, contextual and methodological issues. The conceptual gaps include those identified in literature regarding the relationships between the concepts under study. The contextual gaps relate to poverty reduction policy in Kenya while methodological include gaps in population, sample sizes, research design and data analysis gaps. Table 2.1 summarizes knowledge gaps:

**Table 2.1: Summary of Empirical Studies and Knowledge Gaps**

Study	Focus of Study	Methodology	Study Findings	Knowledge gaps	Focus of this study
Irwin , D. (2014)	Reviewed Tanzanian business associations' attempts to influence public policy.	Empirical interviews with business associations	Activities and strategies used to influence public policy described.	Author did not consider policy marketing.	Current study focused on marketing of public policy
Yasmin (2013)	Qualities of successful projects.	Descriptive survey.	Found successful projects meet set objectives, are delivered and maintained on schedule, within budget & deliver expected outcomes	Study did not look at public policy as it relates to project performance.	This study looked at public policy and its effect on project performance.
Njuguna (2013)	The performance of community based HIV and AIDs organizations in Nairobi and their strategic social marketing operating environment.	Descriptive cross-sectional survey.	There is need for a social marketing policy.	Study looked at Community Based Organizations based in Nairobi.	This study focused on individual beneficiaries rather than organizations
Viswanat han et al (2012)	The study gave results of informal economy study of consumers & owners of survivalist microenterprises in subsistence marketplace in south India.	Descriptive cross-sectional field survey	Study concludes that general environment in such settings is characterized by pervasive interdependence among people.	Authors did not consider the role of social marketing (8Ps)	Current study focused on the role of social marketing in public policy marketing practices
Wymer (2011)	Poor results in social marketing campaigns. A model to guide social marketing strategic planning to improve programme outcomes was proposed.	This is a conceptual study	Over-reliance on commercial marketing and an over-emphasis on individual behaviour change were found to limit social marketing planning.	The study did not consider the effect of policy as a product.	This study considered policy as a product to be sold using social marketing principles.

Donovan (2011)	Study describes and dispels eight "mythunderstandings" common with social marketing practitioners.	Presents observations on issues that arise from social marketing forums	The study suggested that a look at the history of marketing could help dispel some of these myths.	Does not talk about the social marketing mix.	Current study described and explained the social marketing mix (8Ps).
Turkyilmaz, A., et al. (2011)	Identify factors that determine public employee satisfaction.	A survey covering 220 employees of a Social Security Institution in Turkey.	A strong relationship between employee satisfaction and loyalty.	Study did not consider quality of staffs.	Current study looked at managerial qualities of staffs.
Linna,P. et al (2010)	Meaning of productivity in public sector and its measurement.	Empirical interviews and workshops.	Productivity in Public sector must consider the issue of effectiveness.	Researcher did not study quality of staffs.	Current study looked at managerial qualities of staffs.
Ayiro, L. (2010).	Identified key entrepreneurial variables contributing to enhancement of impact of HIV/AIDS policy.	The study adopted a cross-sectional survey design.	Results showed 53 percent of variation was explained by work discretion, rewards management support and time availability and organizational boundaries.	The study did not consider the marketing of the HIV/AIDS policy to patients	This study focused on the public policy marketing practices.
Rynell (2008)	Focused on finding the causes of poverty in the USA.	Used a survey of published empirical studies.	Poverty is widespread in America. Poor population is not uniform and has different triggers for entry into poverty.	Study confined herself to American situation mainly the causes of poverty.	This study focused on central Kenya and on public policy aimed at reducing poverty.
Buurma (2001)	The concept of Public policy marketing practices as a tool to "sell" policies to citizens.	General Review of studies in this area.	Public policy marketing improves implementation of policies.	Role of beneficiaries on the Public policy marketing practices not considered.	The current study considered the role of target beneficiaries.

2.8 Conceptual Framework

This study reviewed several concepts such as social marketing; poverty reduction efforts; public policy, formation, adoption and implementation; public policy as a social product and its marketing; and finally managerial qualities of staffs and demographic characteristics of target beneficiaries. Figure 2.1 summarizes these concepts and consolidates them into a model.

It presents the conceptualized interaction between the independent variable, Public Policy Marketing Practices (PPMPP), the dependent variable, Performance of Poverty Reduction Projects (PPRP) and the moderating variables, Managerial Qualities of Project Staffs (MQS) and Demographic Characteristics of Project Target Beneficiaries (PCPB).

Figure 2.1: Conceptual Model
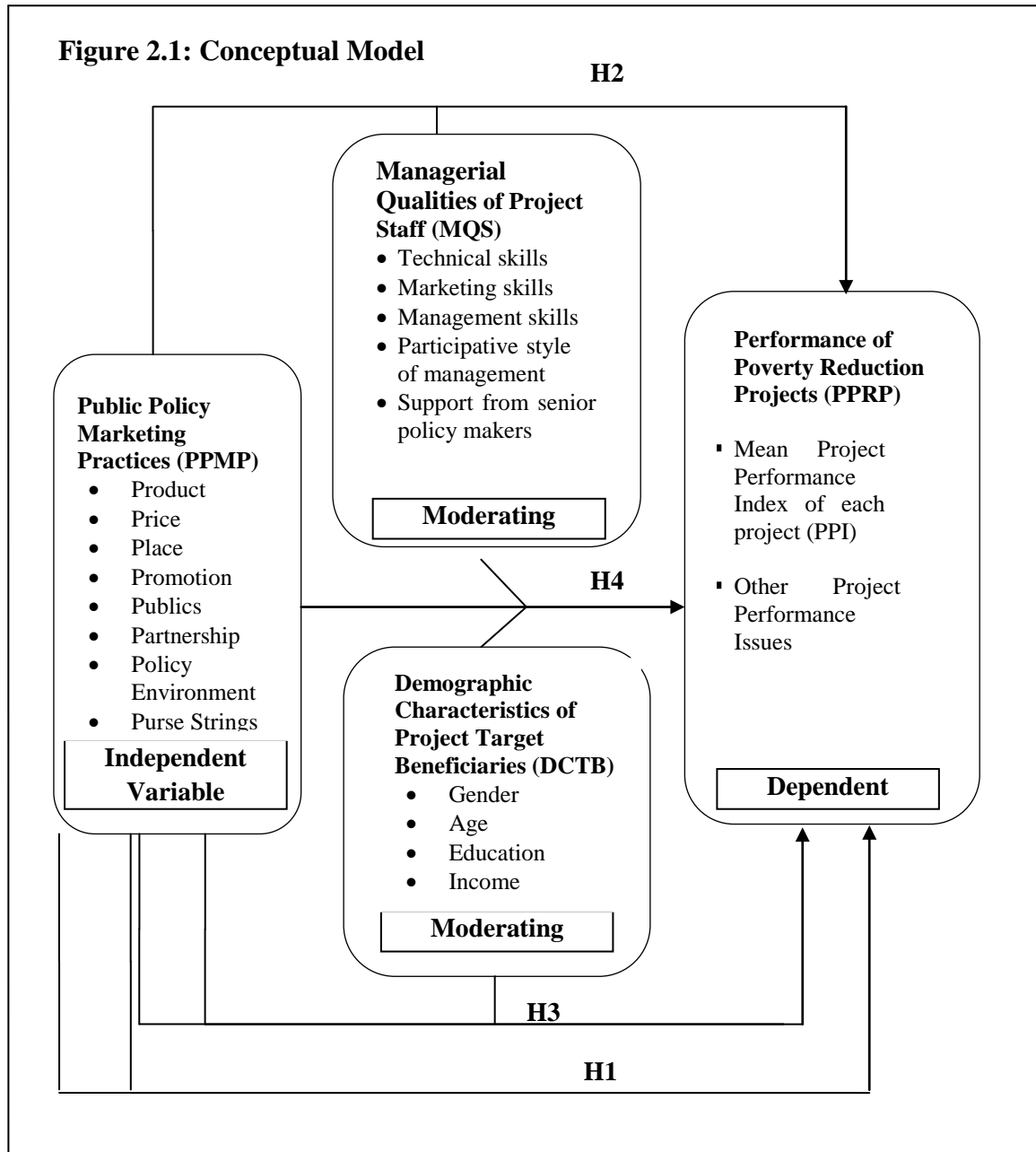
Based on the discussion thus far, it was postulated that a public policy (in this case the poverty reduction policy) is a social product that can be marketed using principles of social marketing. Depending on qualities of this product and projects designed to implement the policy, if the product is properly sold, it can be bought (adopted) by the target market hence resulting in reduction of poverty. The following was the proposed conceptual hypotheses.

2.9 Conceptual Hypotheses

The conceptual hypotheses were stated in the alternative form as follows:

H1: Public policy marketing practices will significantly influence performance of poverty reduction projects in the agricultural sector in Kenya.

H2: Managerial qualities of project staffs have moderating influence on the relationship between public policy marketing practices and performance of poverty reduction projects in the agricultural sector in Kenya.

H3: Demographic characteristics of project target beneficiaries have a moderating influence on the relationship between public policy marketing practices and performance of poverty reduction projects in the agricultural sector in Kenya.

H4: Public policy marketing practices, managerial qualities of project staffs and demographic characteristics of project target beneficiaries have joint influence on the performance of poverty reduction projects in the agricultural sector in Kenya.

Conclusion

Several studies have been done on public policy. For example, Rynell (2008); Thieme et al (2003); Bredgaard and Larsen (2007); Turkyilmaz, et al (2011); Linna, et al (2001); Buurma (2001); Irwin (2014); (Mitullah, et al 2005); Kiriti and Tisdell (2005); and Ayiro (2010). However, the studies have all focused on only one or two aspects. Some studies consider one aspect of the managerial qualities of project staffs. Others concentrate on the demographic characteristics of beneficiaries. However none of them appear to consider the marketing of policies. Further, none of the studies focused on the link between marketing of policies with performance of projects meant to implement the policy. Again, the roles of project staffs and beneficiaries of such policy were not considered in these studies.

Based on the discussion, it is clear that there has not been a rigorous study linking public policy marketing practices and performance of poverty reduction projects in the Kenyan context. In particular the moderating effect of managerial qualities of project staffs and demographic characteristics of target beneficiaries has not been studied. This study therefore sought to narrow the highlighted knowledge gaps by providing an integrated approach embracing all the four variables.

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