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**EFFECT OF COMMUNICATION STRATEGIES ON THE SUCCESSFUL
IMPLEMENTATION OF PROGRAMMES AT THE INTERNATIONAL
LIVESTOCK RESEARCH INSTITUTE, KENYA**

TABITHA WAMBUI GUURU

046784

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS OF COMMERCE,
INTERNATIONAL BUSINESS MANAGEMENT AT STRATHMORE UNIVERSITY**



NOVEMBER, 2020

DECLARATION

I declare that this project is my original work and has not been presented to any other university for a ward of a degree. Any work done by other people has been duly acknowledged. To the best of my knowledge and belief, this thesis contains no material previously published or written by another person. It has been examined by a board of Examiners of the Strathmore University

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DEDICATION

I dedicate this work to my parents; Keziah Guuru and Guuru Muiruri for their support on a continuous basis, emotionally, spiritually and materially.



ACKNOWLEDGEMENTS

My utmost gratitude goes to the Almighty God who has inspired and given me the wisdom to successfully complete my postgraduate studies. I would like to express my gratitude to my parents Mr. and Mrs. Guuru for their unwavering support and encouragement throughout this project. I am forever indebted to you. I also wish to show my deep appreciation to my supervisor Dr. Olgha Adede who guided me throughout this project. Thank you.



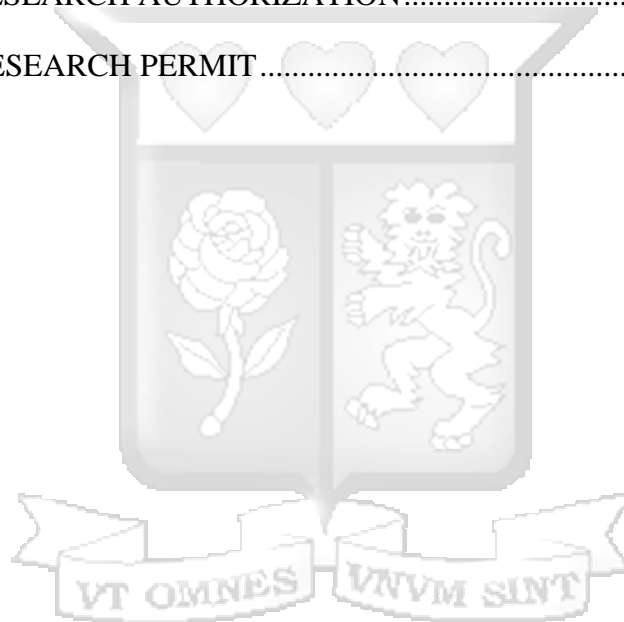
TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Communication Strategies	2
1.1.2 Programme Implementation.....	5
1.1.3 International Livestock Research Institute.....	6
1.2 Statement of the Problem.....	8
1.3 Objectives of the Study.....	10
1.3.1 General Objective of the Study	10
1.3.2 Specific Objectives of the Study	10
1.4 Research Questions.....	10
1.5 Significance of the Study	11
1.6 Scope of the Study	11
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction.....	12
2.2 Theoretical Foundation	12

2.2.1 Participatory Communication Theory.....	12
2.2.2 Uses and Gratifications Theory	13
2.2.3 Goal-Oriented Communication Theory	14
2.2.4 Implementation Theory.....	14
2.3 Empirical Literature Review.....	15
2.3.1 Participatory Communication Strategy and Success of Implementation of Programmes	15
2.3.2 Results-Driven Communication Strategy and Success of Implementation of Programmes	18
2.3.3 Multi-Channeled Communication Strategy and Success of Implementation of Programmes	19
2.4 Summary of Research Gaps.....	21
2.5 Conceptual Framework of the Study	25
2.5.1 Operationalization of Study Variables.....	26
2.6 Chapter Summary	27
CHAPTER THREE.....	28
RESEARCH METHODOLOGY	28
3.1 Introduction.....	28
3.2 Research Philosophy.....	28
3.3 Research Design	28
3.4 Population of the Study.....	29
3.5 Sampling Design.....	30
3.6 Data Collection Method.....	31
3.7 Data Analysis.....	31
3.8 Research Quality.....	32
3.8.1 Reliability Test.....	33
3.8.2 Validity Test.....	33

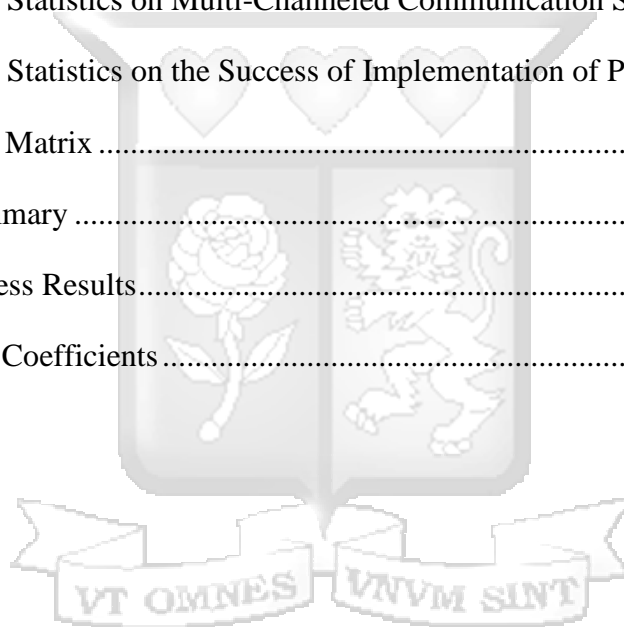
3.9 Ethical Considerations	34
CHAPTER FOUR.....	35
DATA ANALYSIS, FINDINGS AND INTERPRETATIONS	35
4.1 Introduction.....	35
4.2 Response Rate.....	35
4.3 Demographic Information of the Respondents.....	35
4.3.1 Gender of the Respondents	36
4.3.2 Highest Level of Education Attained.....	36
4.3.3 Period of Working at ILRI.....	37
4.3.4 Number of Programmes Overseen by Respondents	38
4.4 Descriptive Statistics on Participatory Communication Strategy.....	38
4.5 Descriptive Statistics on Results-Driven Communication Strategy	40
4.6 Descriptive Statistics on Multi-Channeled Communication Strategy	42
4.7 Descriptive Statistics on the Success of Implementation of Programmes at ILRI	43
4.8 Correlation Analysis	44
4.9 Regression Analysis.....	46
4.10 Chapter Summary.....	48
CHAPTER FIVE	50
DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	50
5.1 Introduction.....	50
5.2 Discussions of the Study Findings.....	50
5.2.1 Participatory Communication Strategy and Success of Implementation of Programmes at ILRI.....	50
5.2.2 Results-Driven Communication Strategy and Success of Implementation of Programmes at ILRI.....	51
5.2.3 Multi-Channeled Communication Strategy and Success of Implementation of Programmes at ILRI.....	52

5.3 Conclusions.....	53
5.4 Recommendations of the Study	53
5.5 Limitations of the Study	54
5.6 Suggestions for Further Research	54
REFERENCES.....	55
APPENDICES.....	65
APPENDIX I: PARTICIPANT INFORMATION SHEET AND CONSENT FORM	65
APPENDIX II: QUESTIONNAIRE.....	69
APPENDIX III: RESEARCH AUTHORIZATION.....	74
APPENDIX IV: RESEARCH PERMIT.....	75



LIST OF TABLES

Table 2.1: Summary of Research Gaps.....	22
Table 2.2: Operationalization of Variables	26
Table 3.1: Target Population.....	29
Table 3.2: Sample Size	30
Table 3.3: Reliability Results.....	33
Table 4.1: Descriptive Statistics on Participatory Communication Strategy.....	40
Table 4.2: Descriptive Statistics on Results-Driven Communication Strategy	42
Table 4.3: Descriptive Statistics on Multi-Channeled Communication Strategy	43
Table 4.4: Descriptive Statistics on the Success of Implementation of Programmes at ILRI .44	
Table 4.5: Correlation Matrix	45
Table 4.6: Model Summary	46
Table 4.7: Model Fitness Results.....	47
Table 4.8: Regression Coefficients	48



LIST OF FIGURES

Figure 2.1: Conceptual Framework	25
Figure 4.1: Response Rate	35
Figure 4.2: Gender of the Respondents.....	36
Figure 4.3: Highest Level of Education Attained	37
Figure 4.4: Period of Working at ILRI	37
Figure 4.5: Number of Programmes Overseen by Respondents.....	38



LIST OF ABBREVIATIONS

ASALs	Arid and Semi-Arid Areas
BRAC	Bangladesh Rural Advancement Committee
CG	Consultative Group
CGIAR	Consultative Group on International Agricultural Research
COP	Community Outreach Programme
DRC	Danish Refugee Council
DSC	Development Support Communication
FAO	Food and Agriculture Organization
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross
ILRI	International Livestock Research Institute
KNBS	Kenya National Bureau of Statistics
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Government Organizations
PMBOK	Project Management Body of Knowledge
SPSS	Statistical Package for Social Sciences
TCPs	Technical Cooperation Programme projects
US	United States
USDA	United States Department of Agriculture
WiLD	Women in Livestock Development

ABSTRACT

The communication function in organizations has been recognized as one of the main factors that contributes to the success in the implementation of programmes. The effectiveness of the communication strategies applied by organizations determines the direction of the programmes. However, comprehensive studies that explored the effect that communication strategies had on the success of implementation of programmes in nongovernmental organizations were visibly lacking. ILRI as one of the NGOs implementing livestock development programmes in Kenya has in its overall strategy highlighted the significant role of communication in the management and success of its programmes. Nevertheless, the link between the communication strategies applied by the organization and the success of implementation of its programmes remained unexplored. Therefore, the main objective of this study was to establish the effect of communication strategies on the successful implementation of programmes at ILRI, Kenya. The study was guided by three specific objectives that sought to determine the effect of participatory communication, results-driven communication and multi-channeled communication on the implementation of programmes at ILRI, Kenya. The study was anchored on the participatory communication theory, uses and gratifications theory, goal-oriented communication theory and implementation theory. The study employed a descriptive cross sectional research design. The study targeted all the 379 employees involved in the various programmes implemented by ILRI in Kenya and were based at the organization's headquarters in Nairobi, Kenya. Stratified sampling method was used to select the sample. The study was based on primary data collected using structured questionnaires. The data obtained was analysed using both descriptive and inferential analysis with the aid of the statistical package for social sciences. A regression model was used to show the relationship between the study variables. The study found that participatory communication strategy, results-driven communication strategy and multi-channeled communication strategy had positive effect on the success of implementation of programmes at ILRI. The study concluded that communication strategies were a key determinant of success of programme implementation at ILRI.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Communication as a lifeline for most NGOs, plays a great role in the implementation of NGOs' programmes (Arasa & Kioko, 2014). Communication efforts in these organizations centre on ensuring that all the main parties involved or interested in the programme are well informed about its timing, impacts and benefits (Nyanje & Wanyoike, 2016). This requires well-established communication strategies. The communication strategies employed determine the level to which the trust and reputation of donors, stakeholders and employees in the NGOs and their programmes are maintained and strengthened (Jameson, 2017).

Communication strategies also determine the nature of relationships and collaboration created with the most important constituents of the organizations such as donors, the private sector and government agencies who are critical in the successful implementation of the programmes (Sackey, 2014). These strategies also affect the level of transparency and accountability of NGOs in the eyes of stakeholders and also the capacity of the organizations to mobilize the support of the targeted beneficiaries and the required resources (Okinda, 2013).

Lack of proper internal and external communication as noted by Bromideh (2011) is among the most commonly identified challenging issues within the NGO sector. Many NGOs according to Batti (2014), lack the ability to efficiently communicate who they are, what they do, and their accomplishments. This inability to communicate effectively impacts the visibility of the organizations, resulting to, for instance, their inability to effectively market their programmes which in due course, impacts their capacity to marshal resources and the required support (Vollmer, 2012). The end result in this case is poor programme sustainability.

Globally, the implementation of programmes in the agricultural sector focusing on livestock production systems by NGOs have increased due to their significant impact on economies, people's livelihoods and their anticipated growth in the coming decades (Shamsuddoha, 2009). The International Livestock Research Institute (ILRI) is among the stakeholders implementing livestock development programmes in several nations among them Kenya. It works to enhance better use of livestock to sustainably reduce poverty and improve food security in developing nations (ILRI, 2013). These organizations among others play a great role in enhancing per capita income, increasing animal protein consumption among rural poor and also enhancing livestock productivity for the targeted livestock rearers.

Even with the availability of general information and documented literature on communication, there was limited information related to the communication strategies adopted by NGOs in relation to the implementation of their programmes in the Kenyan perspective. ILRI in its corporate strategy recognizes that excellent communication is essential in supporting the management and success of its programmes. Nevertheless, the communication strategies employed by the organization and their impact on the implementation of the organization's programmes remained unexplored. This study therefore, sought to fill this research gap by focusing on the effect of communication strategies used in making both internal and external communications within ILRI and which focused on different programme stakeholders on the implementation of its programmes. The NGO presented a suitable setting for the study given its extensive programme work in Kenya's livestock sector.

1.1.1 Communication Strategies

Communication is crucial in building common understanding, creating shared meaning and experiences. By implementing excellent communication strategies, organizations are able to build, maintain and protect positive reputation. According to Masuku, Chitsika, and Moyo (2014), organizational communication is viewed as all the forms of communication applied by an organization and its efficiency can be attained when an organization adopts proper strategies. Masuku and Zulu (2014) point out that organizational communication centers on the role of communication within an organization set up, and alludes to the process where messages are sent, received, encoded and decoded by an organization amongst its stakeholders.

Communication strategies are the roadmaps designed with an aim of organizing internal and external communication so that an organization's overall strategy can be executed (Pimiä, 2015). Communication strategies are fundamental in articulating, explaining and promoting a vision and a set of well-defined goals. They build a reliable, cohesive "voice" that links varied activities and goals in a manner that appeals to an organization's stakeholders (Kibe, 2014).

The main communication strategies as pointed out by Gacheri (2012) consist of interactive strategy, integrative strategy, two-way communication strategies, inclusive strategy and participative strategy. However, some of the strategies seem to be highly interconnected or interdependent, for instance, open and two-way communication strategies where open communication is considered a two-way process (Miksen, 2017). Furthermore, inclusive communication relies on some of the instruments used in participatory communication such as dialogue, transparency and joint problem solving leading to their high correlation (Olsson,

2018). Open and two-way communication are also forms of communication in inclusive and participatory communication.

According to Kibe (2014), for proper communication in an organization to exist, the strategies applied should be open, inclusive, two-way, results driven and multi-channeled (Richards, 2012). Open communication occurs when all parties are able to express ideas to one another while inclusive communication is an approach to communication which enables as many people as possible to be included in that interaction and encourages, supports and enables people to use whatever ways of understanding and expressing themselves which they find easiest (Garon, 2012). Two way communication on the other hand is any form of communication between two parties, both of whom can send and receive messages (Macnamara, 2016).

Strategic communication alludes to the purposeful use of communication by an organization to fulfill its mission (Allen, 2016). Interactive communication is recognized as a dynamic, two-way flow of information which involves the exchange of ideas where both participants are active and can have an effect on one another (Soler-Adillon, Sora, Freixa, & Ribas, 2016). Intergrative communication on the other hand is the holistic approach to communication where all all forms of communications and messages are carefully linked together to ensure harmony in communication (Barker, 2013).

Participatory communication strategy nurtures a climate of trust and openness thereby ensuring that mechanisms are instituted to facilitate the free flow of information (Thomas & Mefalopulos, 2009). This cultivates an environment of trust which acts as a pillar for success through heightened quality decisions, loyalty and commitment to an organization's course of action (Hackman & Johnson, 2013). Nevertheless, participatory communication strategy as noted by Yoon (2006) has been criticized for allowing cases of manipulation in decision making processes. It has also been argued that it brews conflict among the different actors involved as a result of power relationships between those lacking power and those holding power. Hardianto (2013) also observes that the participatory communication process and its product could be controlled by authority which is unnoticed by participants which constraints the voice of some actors.

Results driven communication entails strategic communication that is focused on achieving measurable results (Kibe, 2014). It emphasizes on ensuring that employees are informed on what they ought to know in order to efficiently carry out their duties, build positive interactions

with clients and also serve as ambassadors outside of the organization (Gacheri, 2012). It involves the articulation of performance expectations, provision of performance feedback, task communication and the use of information in problem solving. Nevertheless, this communication strategy has been criticized as lacking relationship building aspects which constrains successful projects (Remidez & Jones, 2012). This is reiterated by Burley (2018) who argues that results-oriented communication is normally seen as concentrating only on the business while overlooking the individuals doing the work. Burley observes that the consideration of employee needs while at the same time focusing on results makes this a highly effective communication strategy.

According to Downs and Adrian (2012), effective organizational communications also requires that messages are delivered multiple times in multiple ways to have the most impact. Sanina, Balashov, Rubtcova, and Satinsky (2017) note that the communication needs and preferences of different parties attached to an organization vary, and hence, diverse messages need varied methods to deliver. Therefore, the use of multiple channels when communicating with different audiences will result to increased chances that communications are received and comprehended (Coldevin, 2007). Multi-channeled communication strategy calls for efficiency in integrating multiple channels as well as cohesiveness and consistency of multi-voiced messages.

Multi-channeled communication strategy has been criticized for resulting to the problem of switching from one channel to another, constraining the processing of information and that there is no substantial proof that multiple-channel communications were any more efficient than single-channel inputs (Jonassen & Driscoll, 2013). Furthermore, Nagy (2012) observes that given that each channel of communication differs in its nature, each one of them needs a different method through which the message is composed and that integrating them in to a single communication thread is difficult explained by their heterogeneity which leads to extra communication costs.

In this study, communication strategies were viewed as the functional strategies that provide focus and direction to the communication function in an organization in line with Syaifuddin and Rizal (2018). The study focused on participatory communication, results driven communication and multi-channeled communication strategies. In this study, participatory communication strategy was assessed in terms of communication openness and transparency, dialogue and consultation, knowledge and information sharing, shared decision making and freedom to opinion expression across ILRI operations. These are informed by the tenets of

participatory communication theory which are participation, dialogue, empowerment and mutual understanding of exchanging views in all communications.

The study of results driven communication strategy on the other hand hinges on the goal oriented communication theory by Goldreich, Juba, and Sudan (2012) which emphasizes on the use of communication as a means of achieving some goals of the communicating parties and also a framework eliminating misunderstanding likely to affect the achievement of the goal. The communication strategy is assessed in terms of the articulation of performance expectations, provision of performance feedback, task communication and use of information in problem solving which ensured that no misunderstanding occurred pertaining what programme teams or staff in general ought to do in order to ensure that ILRI's programmes were successfully implemented.

Pertaining to multi-channelled communication strategy, the uses and gratification theory by Katz, Blumler, and Gurevitch (1973) is applied in showing how ILRI could exploit different or alternative communication channels to increase the efficiency of the organisation's communications to different parties likely to affect the success of the implementation of its programmes. Emphasis on efficient integration of multiple communication channels and cohesiveness and consistency of multi-voiced messages is based on the arguments of this theory that there is a possibility that the original purpose of the messages one sends could change. Hence, coherence of messages send using different channels is necessary to ensure that messages are successfully communicated to different parties to serve the purpose of the organization.

1.1.2 Programme Implementation

A programme as defined by the Project Management Body of Knowledge (2014) is a set of interrelated projects that are managed in a synchronized manner. Programme also refers to the full set of policies, resources, services and activities organized to meet a social need or a country goal (Weiss, 2018). Programme implementation is described as a particular set of activities aimed at implementing a proposed activity effectively and efficiently (Bertram, Blase, & Fixsen, 2015). It is a process that involves decisions, actions and corrections in order to deliver the proposed activity through a series of activities geared toward a mission and results (Durlak & DuPre, 2008). Programme implementation entails the coordination of individuals and other resources and also the integration and carrying out of project activities as guided by the project management plan in place (Fixsen et al., 2009).

According to Gagnon, Franz, Garst and Bumpus (2015), a programme is usually perceived to have been implemented in a successful manner if it is delivered on schedule (time criterion), delivery is within the set budget (monetary benchmark), if it realizes essentially all the set goals (effectiveness standard), and is accepted and utilized by the clients for whom the programme was envisioned (client satisfaction standard). Basically, a programme encompasses a definite timeframe for its completion, a restricted budget and a stated set of performance indicators (Ouma, 2016). Moreover, the programme is normally meant for utilization by some client who can either be found within or outside the organization and also the programme team (Al-Agele & Ali, 2017). Therefore, it appears sound that assessing the effectiveness of the implementation of any programme ought to in any case, encompass all these four measures, among others.

Attention to programme implementation is a crucial component of the programme planning, development, and evaluation process (Berkel, Mauricio, Schoenfelder, & Sandler, 2011). Poorly implemented programmes can mislead decision-makers into assuming that a programme is ineffective when in reality the programme might work very well if it were well-implemented (Durlak & Dupre, 2008). Assessing how a programme is implemented within its development process, therefore, gives a more comprehensive representation of the effectiveness of programmes and a richer comprehension of why a programme was a success or a fail (Bishop et al., 2014).

The implementation theory by Yeaton and Sechrest (1981) argues that programmes should achieve their intended outcomes for the beneficiaries and support quality practice. It also points out that programmes should be delivered or implemented as per their initial design. This study adopted the concept of programme implementation as specified by Yeaton and Sechrest (1981) that operationalizes successful programme implementation on the basis of adherence to the specified programme budgets, schedules and quality standards/specifications as part of the programme design and whether the programmes have directly benefitted the intended beneficiaries.

1.1.3 International Livestock Research Institute

International Livestock Research Institute is among the Consortium Group (CG) centers of the Consultative Group on International Agricultural Research (CGIAR) consortium. ILRI headquarters are based in Nairobi, Kenya. ILRI envisages a world where each and every person has access to adequate food and various options to support their livelihood so that they can realize their potential (ILRI, 2020). The organization's mission is to guarantee improved food

and nutritional security besides reducing poverty levels in developing nations via research targeting efficiency, safety and sustainability in the use of livestock where the focus is to ensure improved wellbeing through livestock (ILRI, 2020). ILRI works with collaborators across the globe to upgrade the functions that domesticated animals play in nourishment, security and neediness easing, primarily in Africa and Asia.

ILRI is a non-profit-making and non-governmental organization and has a second principal campus in Addis Ababa, Ethiopia. The operations of the organization focus on the intersection between livestock and poverty, linking high-grade science and capacity development to enhance reductions in poverty levels and supporting sustainable development (ILRI, 2020). ILRI is co-hosted by Kenya and Ethiopia, has 14 offices across Asia and Africa. ILRI is financed by in excess of 90 organizations operating both in the private and public sectors. Some of the donors support ILRI with basic and programme funds while others fund single research projects (ILRI, 2020). In-kind support is obtained from national partners, mostly Kenya and Ethiopia and other international partners.

ILRI implements various programmes in Kenya and various parts of the world. Some of the programmes are: - Diagnostic and control tools and strategies for various animal diseases; Improved policy and management choices for pastoral lands; Evaluating trade-offs between the alleviation of poverty and the conservation of wildlife; Supporting access to assets and incomes from livestock among women in Kenya and Mozambique; Enhancing the benefits drawn from livestock and livestock markets for women in Kenya and Uganda; Improved pig production and health in Western Kenya among others (ILRI, 2020). It achieves its objective of bringing high quality science and capacity development to alleviate poverty through programmes.

ILRI, in its overall organizational strategy, recognized that excellent communication was essential in supporting the management of its programmes by rendering separation by distance irrelevant (ILRI, 2019). Nevertheless, the communication strategies employed by the organization and their impact on the implementation of the organization's programmes remained unexplored. ILRI's review of 30 livestock programmes in Africa carried out over a span of 15 years and with NGOs as the major implementing agencies, showed that 75% of these programmes performed poorly and were marred with low relevancy and sustainability (Miki, Kagiri, & Nganga, 2017).

In another review sponsored by the organization and that focused on livestock development projects under various NGO programmes carried out for the period 2000-2008, about 60% the projects were unsuccessful (Wanyoike & Baker, 2011). This according to Wanyoike and Baker (2011) was attributable to among other things the ineffectiveness of decision making processes and low participation of key stakeholders in the programme work which was closely linked to the communication function in these organizations. This trend raised concerns on the efficiency of communication approaches adopted by NGOs when implementing their programmes which necessitated this study given that ILRI was a key player in the implementation of livestock development programmes.

1.2 Statement of the Problem

Very poor communication has been recognized as a key challenge within the NGO sector (Shava & Maramura, 2016). The poor state of communication from the micro level was reported right from the level of goal setting and proposal development. Despite strong communication being needed for increasing programme efficiency and reducing distrust between NGOs and communities, programmes that failed were often as a result of poor communication, both inter-NGO and between NGOs and local communities as beneficiaries (Beatty, 2017).

According to Beatty (2017), it had been found that due to communication problems between the NGOs and beneficiaries of programmes, many community members did not fully participate in the development programmes taken by these organizations resulting to their poor sustainability. Inadequate communication had also been found as a major obstacle that hindered partnership management among NGOs, resulting to mistrust and suspicion among partners which affected their ability to raise funds from potential donor agencies which affected the sustainability of their programmes (Sackey, 2014).

It has therefore, been emphasized as noted by Altomare (2017) that organizations ought to perceive communication as a strategic management function and hence, adopt a coherent approach in their internal and external communications. Chitnis (2011) explored the role of participative communication in the implementation of a health programme in Jamkhed, India. The study used a case study design. The study found that the application of participatory communication enhanced the successful completion of the programme. Waititu (2012) also examined the impact of communication on performance of multicultural work teams involved in the implementation of programmes at Oxfam Great Britain Kenya. The study also employed

a case study design. The study noted that multi-channeled communications ensured that programme teams were sufficiently informed which led to minimal mistakes, quality decision making and efficient delivery of the programme tasks. While these studies were relevant to the study, they were carried out in a different context from that of this current study.

The study by Luthra and Dahiya (2015) assessed the link between leadership and effective communication in firms drawn from different sectors in India. This was a desktop study based on a literature review. According to the study, communication needed to be focused on delivering results and move away from being activity-based. Shonubi and Akintaro (2016) also conducted a study on the impact of effective communication on organizational performance in service and non-service sectors in Nigeria. The study was also based on a review of existing journals. According to the study, results-oriented communication was a means to ensuring that the organization's efforts were focused on improving the quality of its services. These studies only provided a general discussion of this communication strategy and did not link it to programme implementation. The studies also used a desktop study approach which is a different methodology from the one applied in this study.

Aminah (2016) assessed the adoption of participatory communication when executing the small farmers' empowerment programme in Eastern Indonesia. A case study design was used. The study found that low adoption of participative communication led to poor implementation of the programme. Mulae (2014) on the other hand assessed the effectiveness of participatory communication in the implementation of land conflict resolution programmes implemented by Makueni County Land Management Board. A case study design was applied. The study found that participatory communication helped to secure the ownership of the action plans agreed on and the commitment of the parties involved which enhanced the successful implementation of these programmes. These study explored communication strategies used when communicating to a one specific group yet programme work involved several stakeholders.

Ndung'u (2008) analysed the role of participatory communication in community projects in Dagoretti Constituency in Nairobi. A mixed methods research design was applied. The study hailed participatory communication strategy as very efficient in enhancing project implementation. However, the study Yoon (2006) on participatory communication for development with a focus on NGO programmes in West Africa underscored that the strategy had been criticized for allowing cases of manipulation in decision making processes which constrained the voice of some actors. The study reviewed existing studies on the communication strategy. The study by Downs and Adrian (2012) on organizational

communication focusing on strategic communication audits argued that messages should be delivered multiple times in multiple ways to have the most impact. On the other hand, the study by Nagy (2012) on the problem of multi-channel communication argued that multi-channeled communication strategy was associated with increased communication costs. These studies showed that contradictory findings existed on the efficiency of the different communication strategies considered in this study.

Thus, from the reviewed literature, various conceptual, contextual, methodology and findings related gaps were identified. Overall, insufficient studies exist that assess the effect of the three communication strategies when combined on programme implementation. This study therefore, sought to fill these research gaps by establishing the effect of communication strategies on the success of implementation of programmes at ILRI, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The main objective of the study was to establish the effect of communication strategies on the success of implementation of programmes at ILRI, Kenya.

1.3.2 Specific Objectives of the Study

The study was guided by the following specific objectives;

- i. To determine the effect of participatory communication strategy on the success of implementation of programmes at ILRI, Kenya.
- ii. To establish the effect of results-driven communication strategy on the success of implementation of programmes at ILRI, Kenya.
- iii. To examine the effect of multi-channeled communication strategy on the success of implementation of programmes at ILRI, Kenya.

1.4 Research Questions

The following research questions were answered;

- i. What is the effect of participatory communication strategy on the success of implementation of programmes at ILRI, Kenya?
- ii. What is the effect of results-driven communication strategy on the success of implementation of programmes at ILRI, Kenya?
- iii. What is the effect of multi-channeled communication strategy on the success of implementation of programmes at ILRI, Kenya?

1.5 Significance of the Study

The findings of this study would be resourceful for policy makers at the NGO Coordination Board. The study findings would enlighten the board on the need to design policies and frameworks that can be used help NGOs adopt better communication strategies that will enhance the efficiency of their communications to different programme stakeholders. The findings of this study could also inform the board on the need for developing a communications road map that can be used to guide NGO communications for successful programme implementation and which can be used by NGOs such as ILRI to develop overall corporate communication strategy to guide their programmes.

The study findings would also be of great benefit to ILRI management. The study would help the managers overseeing the different programmes undertaken by the NGO in assessing the effectiveness of the communication strategies adopted when making communications in steering their success. This would go a long way in determining the areas of strength and weakness so that adequate measures could be undertaken to improve the efficiency of the organization's communications during the programme implementation process. The study findings would also assist the management in enhancing the integration of the various communication approaches employed in the organization's operations. By highlighting the efficiency of each communication strategy, the management would be able to determine the best way to blend the different strategies to ensure effective communication management.

This study would also be of great benefit to other scholars and academicians. The study would act as a reference point for other scholars pursuing related research. The findings of the study could also provoke further areas of research which could be explored by other researchers leading to the growth of knowledge in this study area.

1.6 Scope of the Study

The study was confined to assessing the effect of communication strategies on the success of implementation of programmes at ILRI, Kenya. The communication strategies considered consisted of participatory communication, results-oriented communication, and multiple-channeled communication which had been widely recognized in available literature. The study applied a descriptive cross sectional research design. The study targeted all the 379 employees involved in the day to day running of various programmes implemented by ILRI in Kenya and who were based at the organization's headquarters in Nairobi, Kenya. The study was carried out in March, 2020.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of empirical studies relevant to the study. A critique of these studies was undertaken to establish the research gaps. The theoretical foundation of the study as well as the conceptual framework of the study was also presented.

2.2 Theoretical Foundation

This section reviewed the theories upon which the study was anchored on. Two theories namely the systems theory and the implementation theory had been discussed.

2.2.1 Participatory Communication Theory

This theory was first popularized by Freire (1970). Participatory communication theory hinges on the premise that the success of development projects and programmes depends on their ability to ensure that people are involved and form part of the decision making process (Karl, 2000). This paradigm was birthed following the failures of previous models of development communications which employed the approach of decision making on behalf of the people through the top down approach.

Participatory communication theory calls for inclusivity and dialogue in decision making as the only sure means to attaining sustainable projects and programmes where all relevant parties appreciate the need and own the programme. Karl (2007) argues that the only way interventions or programmes will achieve results is by working with relevant stakeholders and communities. Freire (1970) puts forth the premise that in order for communication to attain its objectives and to be effective, it is important for it to be based on principles of participation, dialogue and mutual understanding of exchanging views.

Generally, participatory communication theory provides a communication framework based on dialogue and empowerment. This theory proposes that dialogue can be used to facilitate the balanced sharing of knowledge leading to the creation of new knowledge and the discovery of the best option for change (Mefalopulos, 2008). This theory lay the foundation for examining the level of adoption of participatory communication strategy and its effect on the success of programmes at ILRI, Kenya. It informed the assessment of the level to which communication openness and transparency, dialogue and consultation, knowledge and information sharing, shared decision making and freedom to opinion expression had been cultivated across the

operations of ILRI, Kenya to ensure that the organization's programmes are successfully implemented. This is because the theory centred on the principles of participation, dialogue, empowerment and mutual understanding of exchanging views where communication is involved.

2.2.2 Uses and Gratifications Theory

This theory was developed by Katz, Blumler, and Gurevitch (1973) who made the assumption that communication users make active, rational choices between alternatives to maximize the gratification obtained. The theory assumes that users choose communication channels as long as they provide sufficient gratification. It is assumed that they choose which channel to use on the basis of gratification obtained, avoiding those which are less gratifying.

Alternatives are a key feature of this theory. In principle, the needs satisfied by one channel could be satisfied in other ways or through other channels (Carey & Kreiling, 1974). The motives for seeking functional alternatives include among others change or mediated satisfaction (Rosengren, 1973). Thus, if one communication channel does not offer sufficient gratification obtained, users seek out alternatives. According to the theory, although the alternatives are numerous and ever expanding, users must choose which channel is most effective for the message that needs to be sent (Dobos, 1992). A channel that does not offer sufficient gratification will be replaced by another one.

According to the theory, alternatives may also be chosen if the original purpose of the message changes. For instance, a communication channel that is customarily used to convey information may prove inadequate for brainstorming creative ideas, and the sender would be obliged to choose another channel, such as a face-to-face meeting for this new function (Rubin, 1985). According to Rubin (1985), motives may need to be realigned to meet situational constraints, or messages may not be successfully communicated and may not produce acceptable gratification obtained for the sender.

Thus, the uses and gratifications theory has been shown to be relevant to all communication channels and all communication needs which fit the purpose of different studies (Siraj, 2007). For both mass media and general communication, channel choice is made after considering the function and subsequent gratification obtained. This theory is relevant to this study since it informed the assessment of the adoption of multi-channeled communication strategy in a bid to enhance the success of the implementation of programmes at ILRI, Kenya. The theory was used to show how ILRI could exploit different or alternative communication channels to

increase the efficiency of the organization's communications to different parties likely to affect the success of the implementation of its programmes. Given that there was a likelihood that the original purpose of the messages could change, this theory assisted in understanding how ILRI could efficiently integrate multiple communication channels and enhance the cohesiveness and consistency of multi-voiced messages so that messages sent within or outside the organization could be successfully communicated to different parties to produce acceptable gratification for the senders.

2.2.3 Goal-Oriented Communication Theory

Goldreich, Juba, and Sudan (2012) put forward a general theory of goal-oriented communication, where communication is not an end in itself, but rather a means to achieving some goals of the communicating parties. Focusing on goals provides a framework for addressing the problem of potential "misunderstanding" during communication, where the misunderstanding arises from lack of initial agreement on what protocol and/or language is being used in communication. In this context, "reliable communication" means overcoming any initial misunderstanding between parties towards achieving a given goal.

This theory anchored the results-driven communication strategy which focused on achieving measurable results. This theory emphasizes on the use of communication as a means of achieving some goals of the communicating parties and also a framework that ensures that any misunderstanding likely to derail the achievement of this goal are dealt with. The theory, therefore, clarified the need for use of communications in enabling ILRI to attain its performance goals where the success of the implementation of its programmes was among these goals given the nature of its operations. Hence, through the articulation of performance expectations, provision of performance feedback, task communication and use of information in problem solving, the management of the organization could ensure that no misunderstanding occurred pertaining what programme teams or its staff in general needed to do in order to ensure that its programmes were successfully implemented.

2.2.4 Implementation Theory

Implementation theory is associated with Yeaton and Sechrest (1981) and it sheds light on how a particular initiative is operating. Implementation theory pertains to programme activities (Weiss, 1997a). The theory captures the essence of how programme activities are presumed to affect the mechanisms of change identified when initiating the programme, that is, the process of implementation (Scheirer, 1987). This theory also argues that when considering the systems

for implementing a programme, an understanding of factors both internal and external to the programme is required (Dusenbury et al., 2003). Factors that may influence implementation system performance include programme characteristics for instance, programme complexity, implementer characteristics, and organizational characteristics (Dusenbury et al., 2003).

This theory emphasizes the delivery of effective programmes to achieve their intended outcomes for the beneficiaries. It recognizes that improving programmes services designed to support the needs and wellbeing of beneficiaries is influenced as much by the process of implementing the programme as by the specific practices selected for implementation (Pearson et al., 2015). Laying emphasis on what is termed as the science of implementation, the theory argues that systems in an organization should support quality practice and ensure successful services reach and positively impact target groups (Titler, 2008). The theory underscores that when gauging the implementation of a programme, attention should be paid on adherence and quality of programme delivery. Adherence according to the theory, pertains to whether the programme is implemented as designed while quality of program delivery is the manner in which the programme is delivered by the relevant parties (Ghate, 2018).

This theory formed the basis for examining the success of the implementation of programmes at ILRI, Kenya. The theory argues that programmes should achieve their intended outcomes for the beneficiaries and support quality practice. It also points out that programmes should be delivered or implemented as per their initial design. In this study, theory guided the evaluation of whether programmes at ILRI adhered to, for instance, the specified budgets, schedules and even quality standards/specifications and whether the programmes had directly benefitted the intended beneficiaries. The theory informed the measures of the successful implementation of programmes at ILRI that were considered in this study.

2.3 Empirical Literature Review

This section provided a review of the relevant studies undertaken by scholars across the globe to show the link between communication strategies and the success of implementation of programmes. This had been undertaken in line with the specific objectives of the study.

2.3.1 Participatory Communication Strategy and Success of Implementation of Programmes

Aminah (2016) assessed the adoption of participatory communication when executing the small farmers' empowerment programme in Eastern Indonesia which was undertaken by the government in cooperation with the International Fund for Agricultural Development (IFAD).

A case study design was employed. The low adoption of participative communication led to minimal cooperation and dialogue between the small farmers and the other stakeholders. This resulted to constrained exchange of information and knowledge required in decision-making in phases of the programme leading to its poor implementation. Reaching a consensus on the ideal situation and priority areas was constrained leading to poor coordination in decision making processes which adversely affected the success of the programme.

Chitnis (2011) explored the role of participative communication in the implementation of a health programme in Jamkhed, India. A case study design was utilized. The study findings showed that the application of participatory communication through the sharing of information for mapping joint problem between the various project stakeholders created collective knowledge sharing which enhanced the successful completion of the programme. The study emphasized that the success of the programme was influenced by the increased intensity of dialogue between the programme implementers and the other stakeholders (insiders and outsiders). According to the study, the exchange of information and knowledge through ideal dialogue as the medium of exchange of information and knowledge to cope with problems likely to be encountered in the course of implementing the programme was necessary.

Thomas and Mefalopulos (2009) explored the role of participatory communication in development programmes. The study reviewed different development programmes funded by the World Bank across the globe. The study pointed out that overall, lack of participatory communication was a main reason as to why many development initiatives failed to achieve their objectives to produce significant improvements for the many poor by limiting the understanding of local context and insufficient involvement of local stakeholders. The study highlighted that in the absence of participatory communication, the agenda of projects and programs was often set by a few individuals with very little input from other stakeholders, especially at the local level. This led to limited political buy-in and faulty project design. According to the study, by actively engaging stakeholders from the start and by seeking a broader consensus around development initiatives, participatory communication had been considered a crucial tool to avoid past mistakes and conflicts. Moreover, genuine participation increased the sense of project ownership by local stakeholders, thus enhancing sustainability.

Steyn and Nunes (2001) explored the communication strategy for community development in the case of Heifer Project–South Africa. The study applied a case study research design. The study found that participative communication exemplified by extensive consultation and

negotiations with all programme stakeholders through interactions involving knowledge sharing, collaboration and participation, the programme was successfully implemented. By ensuring that the needs of all programme stakeholders were considered and that trusting relationships were built, all project stakeholders were empowered and that their morale and motivation to see the programme implemented was sustained.

Elegbe and Ibikunle (2015) assessed the effectiveness of communication and participative decision making in selected organizations in Ibadan Metropolis, Nigeria. A mixed methods research design was adopted. The study found that participative communication ensured employees' involvement in the decision-making processes which motivated them to work towards contributing to the success of the organizations. The study found that participatory communication enhanced the trust between the management and employees which led to sustained management employees' relation and eventual organizational productivity and commitment.

Ndung'u (2008) analysed the role of participatory communication in community projects in Dagoretti Constituency in Nairobi. A mixed methods research design was applied. Participatory communication was found to enhance the success of the projects since with adequate information, all the project stakeholders were able to take part in the various stages of the project from identification to implementation and even the sustainability of the projects. The study noted that the adoption of participatory communication enabled project stakeholders to provide feedback on how the successful implementation of projects can be fast-tracked by offering suggestions on how to sustain the projects in the long term and also how to involve the community.

Mulae (2014) on the other hand assessed the effectiveness of participatory communication in the implementation of land conflict resolution programmes implemented by Makueni County Land Management Board. A case study design was applied. The study found that participatory communication was used to involve people in the resolution of land conflicts in the county hinging on the ability to share perceptions, views, knowledge and a common purpose within and across the community. These exchanges fostered trust and helped reduce the social distance among the stakeholders which empowered them to influence the land conflict resolution processes which supported collective decision making processes. Participatory communication helped to secure the ownership of the action plans agreed on and the commitment of the parties involved which enhanced the successful implementation of these programmes.

2.3.2 Results-Driven Communication Strategy and Success of Implementation of Programmes

Shirey (2007) explored the competencies and tips for effective leadership in the United States Office of Personnel Management, an independent agency of the US Federal Government that manages the government's civilian workforce. The study observed that by adopting a results driven communication approach, leaders were able to revise and communicate what was expected of their staff and the means to attaining results based on the experience drawn from unsuccessful or delayed agency-level projects. The study underscored that effective leaders were able to use the available information to create solutions to diverse multifaceted problems more so in times of crisis through group decision making. From the study, results-oriented communication was found to enable the leadership of this government agency to provide employees with feedback and support on technical issues which helped in enhancing the successful delivery of projects carried out within the agency.

Luthra and Dahiya (2015) examined the connection between leadership and effective communication in firms drawn from different sectors in India. This was a desktop study based on a literature review. The study noted that the main drive of teams in an organization is getting the work done and the leadership has to uphold the focus of the team to achieve the organization's objectives. According to the study, communication needed to be focused on delivering results and move away from being activity-based. Organizational leadership as emphasized by the study should encourage communication, provide feedback on progress, and signal team victories. By providing feedback, the quality of decision making was enhanced. The study concluded that organizational leaders ought to communicate assignment goals and desired results to various teams within the organizations so that tasks can be effectively completed towards achieving results.

Bakar, Walters, and Halim (2014) explored the impact of various communication styles in the workplace where three organizations in Malaysia were considered. A review of existing literature was conducted. The study highlighted that results-driven communication looked for effect on the bottom line where all the hard work was directed towards generating specific measurable outcomes and finishing the jobs that led to this goal. The study noted that normally, most operations departments preferred this communication approach since it created action and accomplished results. However, the study argued that it was crucial to vary this approach as this communication strategy was typically seen as concentrating merely on the business while overlooking the persons involved in carrying out the job. Therefore, being keen to take in to

consideration employees' needs while at the same time focusing on results, would make this communication strategy to be highly efficient. Results-driven communication approach was found to reduce the misalignment and poor performance.

Ngozi and Ifeoma (2015) assessed the role of effective communication on the performance of Nnamdi Azikiwe University in Awka, Nigeria. A survey research approach was employed. The study found that a result driven-communication had a positive impact on performance. This approach gave room to measuring results and performance which in turn impacted the quality of decisions made and problem solving. The study emphasized that it was important for the management to communicate successes, including cost savings realized, lessons learned, and acknowledge the contributions of the employees to improvements throughout their organization so as to provoke the productivity of employees. The study concluded that the communications function was highly efficient when the main drive was to produce results, for instance, enhanced stakeholder relations. The tactics used according to the study were important, however, they were basically less important compared to the prime configuration of the communications function towards concrete results.

Shonubi and Akintaro (2016) conducted a study on the impact of effective communication on organizational performance in service and non-service sectors in Nigeria. The study was based on a review of existing journals. The study observed that organizational communications ought to have an impact on the growth and success of the organization. The study argued that meetings held in an organization should encompass result-driven communication where discussions involving the management and various teams on the ways to improve results and their implementation are undertaken. The study also underscored that results-oriented communication fostered collaboration and teamwork, which in turn improved productivity. According to the study, results-oriented communication is a means to ensuring that the organization's efforts are focused on improving the quality of its services.

2.3.3 Multi-Channeled Communication Strategy and Success of Implementation of Programmes

OSullivan, Yonkler, Morgan, and Merritt (2013) explored the importance of designing a communication strategy in the implementation of healthcare programs in Baltimore, Maryland, United States. The study adopted a multiple case study design. The study pointed out that the success of these programs was attributed to the use of several communication channels integrated to create a dynamic, two-way exchange of information and ideas. The study

demonstrated that the use of multiple communication channels by the relevant agencies enabled the achievement of the programs' objectives faster since more people were reached in different environments with more frequency which facilitated the anticipated change in behaviour than a single channel approach. The combination of multiple channels was also found to offer a synergy to the campaigns and gave them more impact due to reinforced support of the programs from the targeted audience.

Ilieva-Koleva and Kasamska (2017) examined the creation of effective strategies in communication management in the context of programme work under the European Union. The study focused on four international projects, realised with the financial support of the European Commission under the Seventh Framework Programme (FP7) across 18 EU countries. The study noted that given that a programme had several internal and external stakeholders, all of whom needed to be able to convey diverse kinds of information in diverse ways, it was crucial for implementing agencies to plan and exploit various communication channels. According to the study, multi-channelled and multi-voiced communication was helpful in obtaining autonomous participation and a free flow of information throughout the programme implementation process. The study concluded that different channels differed in the number of cues they could convey, the timeliness of feedback, and the capacity of parties involved to express themselves. Hence, greater efficiency in communication was attained when multiple channels were considered.

Coldevin (2007) examined the communication strategies applied in the implementation of FAO rural development programmes in Lesotho. The study was qualitative in nature. Multi-channel communication campaigns were found to be among the most effective communication strategies in the delivery of the programmes. The study noted that the effectiveness of each channel was enhanced by integrating that which paved the way. The result of this move was increased productivity of these channels at the grassroots level, which led to a shift in attitudes and behavioural practice changes which was the main objective of the programme. A conclusion was made that multi-channelled communication resulted to the establishment of a two-way flow of information with targeted groups and the possibility for immediate feedback throughout the programme cycle.

Waititu (2012) explored the impact of communication on performance of multicultural work teams involved in the implementation of various programmes at Oxfam Great Britain Kenya. The study also employed a case study design. The study established that the use of multiple channels of communication open to two-way communications was a critical aspect that

enhanced the performance of the teams. According to the study, multi-channeled communications ensured that programme teams were sufficiently informed which led to minimal mistakes, quality decision making and efficient delivery of the programme tasks.

Mulili (2018) explored the effect of communication as a change management practice on the performance of Turnkey Africa Kenya Ltd. The study applied a case study research design. The study found that multi-channeled communication approach affected the sustainability of change programmes which in turn impacted the achievement of business objectives in the firm. According to the study, using multi-channeled communication approach had cultivated a broad base of interactive opportunities that opened up the ability to impact the lives of all stakeholders at different touch points in their organizational life. With the multi-channel approach, repetitive messages from different channels and perspectives were easier to process and understand which enhanced the efficiency of strategic communications in the firm. The study found that the organized use of the several channels led to active information and feedback gathering.

2.4 Summary of Research Gaps

A number of research gaps were identified in available literature. The study noted that none of the reviewed studies focused on the effect on communication strategies on programme implementation at ILRI. From the reviewed studies, it was also evident that none of them attempted to link results-driven communication to programme implementation. The literature also showed that several studies explored communication strategies used when communicating to a one specific group, for instance, target beneficiaries or employees yet programme work involved several stakeholders such as donors, regulatory bodies and suppliers. Other studies applied a desktop study or a purely qualitative approach and hence, did not empirically test the relationship that existed between communication strategies and programme implementation. Overall, none of the studies was found to assess the effect of the three communication strategies when combined on programme implementation.

Table 2.1: Summary of Research Gaps

Author/ year	Title	Findings	Research gap
Aminah (2016)	The application of participatory communication in the implementation of small farmers' empowerment program in Eastern Indonesia	The low adoption of participative communication led to minimal cooperation and dialogue which constrained exchange of information and knowledge required in decision-making leading to poor implementation of the programme.	This study though relevant to this current study, was conducted in a different setting and also explored the use of participatory communication strategy when communicating to target beneficiaries only yet programme work involved several stakeholders.
Chitnis (2011)	Recasting the process of participatory communication through Freirean Praxis: The case of the Comprehensive Rural Health Project in Jamkhed, India.	The application of participatory communication enhanced the successful completion of the programme.	The study was also conducted in a different setting and applied a purely qualitative approach to research. Hence, the actual effect of participatory communication on the implementation of this programme was not quantified.
Thomas and Mefalopulos (2009)	Role of participatory communication in development programmes.	Lack of participatory communication was a major reason as to why many development programmes failed to achieve their objectives to produce significant improvements for the targeted beneficiaries.	This study considered different development programmes funded by the World Bank across the globe, a different context from that of this study.
Steyn and Nunes (2001)	Communication strategy for community development in the Heifer Project–South Africa	Participative communication depicted by enhanced consultations and negotiations led to successful implementation of the programme. This was a result of enhanced knowledge sharing and collaborative decision making	This study was not only conducted in a different setting but also applied a purely qualitative approach to research which meant that the effect of participatory communication on the programmes implemented by the organization was not tested.
Elegbe and Ibikunle (2015)	Effective communication and participative decision-making in selected organizations in Ibadan Metropolis.	Participative communication ensured employees' involvement in the decision-making processes which motivated them to work towards contributing to the success of the organizations.	This study did not link participatory communication strategy to programme implementation but rather focused on decisionmaking in selected organizations in Nigeria.
Ndung'u (2008)	An analysis on the role of	Participatory communication enhanced	The study was conducted in a different context.

	participatory communication in community projects: A case of Dagoretti Constituency Development Projects in Nairobi.	the success of the projects since with adequate information, all the project stakeholders were able to take part in the various stages of the project	
Mulae (2014)	Effectiveness of participatory communication in the implementation of land conflict resolution programmes implemented by Makueni County Land Management Board	Participatory communication helped to secure the ownership of the action plans agreed on and the commitment of the parties involved which enhanced the successful implementation of these programmes.	The study focused on programmes carried out by a different entity, it was purely qualitative and considered communication to programme beneficiaries alone.
Shirey (2007)	Competencies and tips for effective leadership in the United States Office of Personnel Management	By adopting a results driven communication approach, leaders were able to revise and communicate what was expected of their staff and the means to attaining results based on the experience drawn from unsuccessful or delayed agency-level projects which led to successful delivery of projects	This study was conducted in a different context from that of this study which focused on programme implementation in an NGO.
Luthra and Dahiya (2015)	Effective leadership is all about communicating effectively: Connecting leadership and communication.	Communication needed to be focused on delivering results and move away from being activity-based. Communicating assignment goals and desired results to various teams within the organizations ensured that tasks were effectively completed towards achieving results.	This study only discussed discussed results-driven communication in general unlike this current study which linked the communication strategy to programme implementation. The study also relied on a desktop study approach where a literature review was conducted hence no tests were conducted.
Bakar, Walters, and Halim (2014)	Measuring communication styles in the Malaysian workplace: Instrument development and validation	Results-driven communication looked for effect on the bottom line where all the hard work was directed towards generating specific measurable outcomes and finishing the jobs that led to this goal.	The study linked results-driven communication strategy to organizational performance which was a different concept from what was explored in this current study. The study also relied on a desktop study approach making any empirical tests difficult.

Ngozi and Ifeoma (2015)	Role of effective communication on the performance of Nnamdi Azikiwe University in Awka, Nigeria	The communications function was highly efficient when the main drive was to produce results	The study explored the connection between results driven communication and organizational performance which is a different concept from the focus of this study.
Shonubi and Akintaro (2016)	The impact of effective communication on organizational performance.	Results-oriented communication is a means to ensuring that the organization's efforts are focused on enhancing organizational growth, productivity and the quality of its services.	The study focused on different firms in Nigeria and its main concentration was organizational performance which was a different concept from the one explored in this current study. The study was also based on a review of existing journals and hence, no tests could be conducted.
OSullivan, Yonkler, Morgan, and Merritt (2013)	Importance of designing a communication strategy in the implementation of healthcare programs in Baltimore, Maryland, United States.	The success of these programs was attributed to the use of several communication channels integrated to create a dynamic, two-way exchange of information and ideas.	This study was conducted in a different setting from that of this current study
Ilieva-Koleva and Kasamska (2017)	Establishment of successful strategies for project communications management.	Multi-channeled and multi-voiced communication was helpful in obtaining autonomous participation and a free flow of information throughout the programme implementation process.	The study was conducted in the context of programme work under the European Union which were different from the programmes implemented by ILRI.
Waititu (2012)	The effect of communication on performance of multicultural work teams at Oxfam Great Britain Kenya.	Multi-channeled communications ensured that programme teams were sufficiently informed which led to minimal mistakes, quality decision making and efficient delivery of the programme tasks	The study was conducted in a different setting and also focused on performance of multicultural work teams which was a different concept from the one considered in this current study. This study was also qualitative in nature as a case study design was adopted. Hence, the effect of multi-channeled communication was not tested.
Mulili (2018)	Change management practices and the performance of Turnkey Africa Kenya Ltd.	Multi-channeled communication approach affected the sustainability of change programmes which in turn impacted the achievement of business objectives in the firm.	The study linked multi-channeled communication strategy to organizational performance which is not a concept considered in the current study. It was also conducted in a different setting and applied a qualitative case study research design and hence, the effect of this communication strategy could not be quantified.

Source: Researcher (2020)

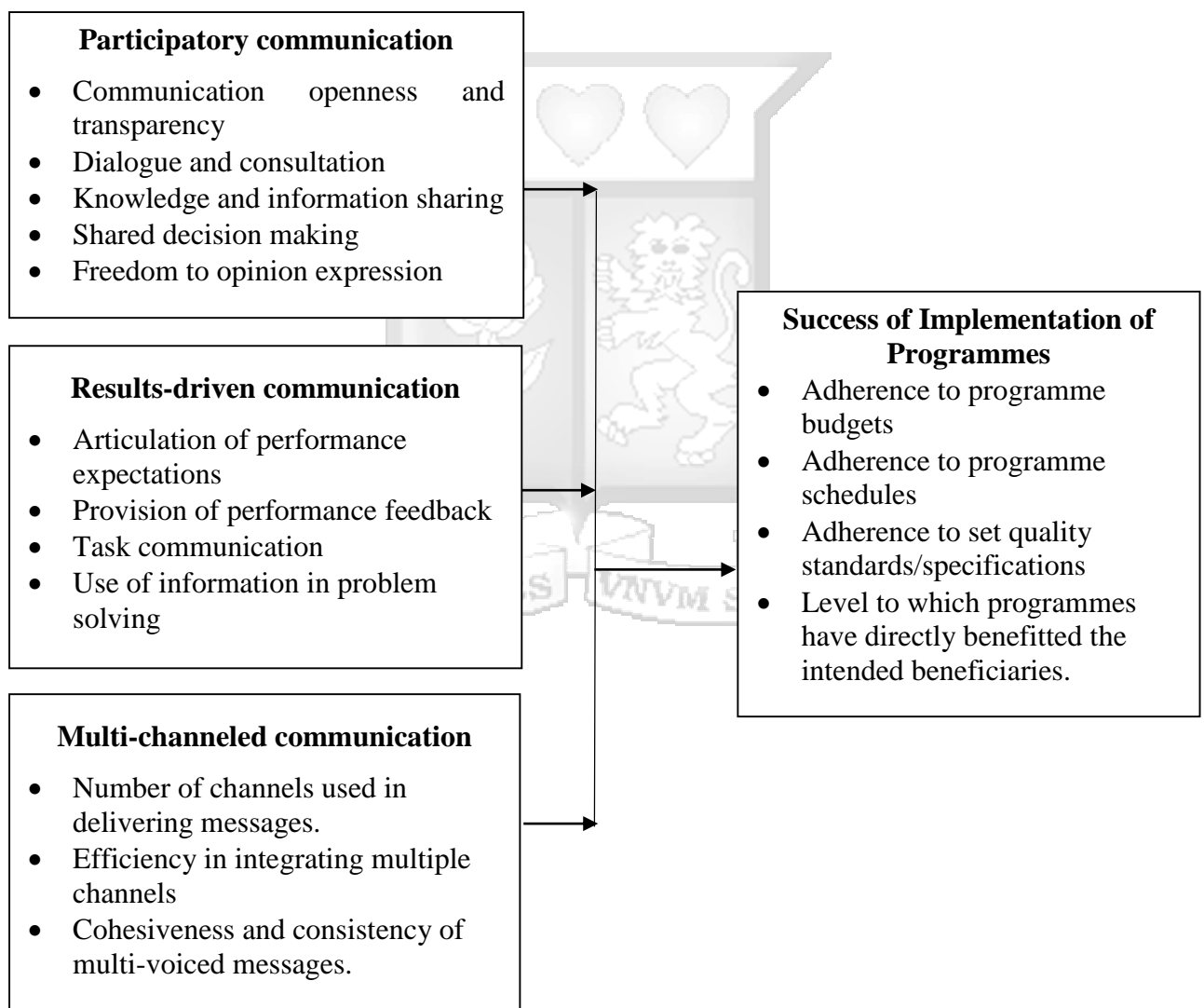
2.5 Conceptual Framework of the Study

The conceptual framework presented in Figure 2.1 shows the hypothesized relationship between communication strategies and the implementation of programmes at ILRI, Kenya. The communication strategies namely participatory communication strategy, results-driven communication strategy and multi-channelled communication strategy were the independent variables in this study while the implementation of programmes at ILRI was the dependent variable. The study sought to explain the nature of the relationship between these variables.

Figure 2.1: Conceptual Framework

Independent Variable

Dependent Variable



Source: Researcher (2020)

2.5.1 Operationalization of Study Variables

A summary of the measurement of the study variables, their operational definition and indicators for all the study variables is provided in Table 2.1.

Table 2.2: Operationalization of Variables

Variable	Construct	Operational Definition	Measurement	Supporting Literature
Dependent Variable	Success of implementation of programmes	The delivery of a proposed activity or programme in an effective and efficient manner through a series of decisions, actions and corrective measures as per the laid down plan based on time, cost and quality benchmarks.	Five point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Al-Agele & Ali, (2017) Gagnon et al. (2015) Ouma (2016)
Independent Variable	Participatory communication strategy	An approach based on dialogue, which allows the sharing of information, perceptions and opinions among various stakeholders and in so doing facilitating their empowerment.	Five point Likert scale 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree	Thomas & Mefalopoulos, (2009) Aminah (2016) Azadeh and Rast (2012)
Independent Variable	Results-driven communication strategy	An approach in which organizational communications are strategically designed to facilitate the achievement of measurable results	Five point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Kibe (2014) Remidez & Jones (2012) Burley (2018)
Independent Variable	Multi-channelled communication strategy	An approach where communications/ messages are delivered multiple times in multiple ways/channels to have the most impact	Five point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Downs & Adrian (2012) Sanina et al. (2017) Jonassen & Driscoll (2013)

2.6 Chapter Summary

This chapter discussed the theories underpinning the study, provided the empirical review of relevant studies and the research gaps identified and also gave the conceptual framework showing the hypothesized relationship between the study variables. The chapter also provided a discussion pertaining to the operationalization of the study variables.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology of the study is exhaustively discussed in this chapter. The chapter outlines the research philosophy and the design adopted, the population of the study and sampling design, the research tool and procedures, research quality, data analysis and presentation as well as the ethical considerations when carrying out the study.

3.2 Research Philosophy

This study was anchored on the positivist research paradigm. This paradigm was considered based on the fact that this study made an assumption that only knowledge that was factual could be termed as trustworthy (Bajpai, 2011). In this study, facts and not impressions were the main concern for the researcher in line with Saunders, Lewis, and Thornhill (2009). Positivistic approaches demand that researchers gather data that is factual and its interpretation carried out (Crowther & Lancaster, 2008). By relying on the positivism approach, the study explored social reality in this case, communication strategies and their effect on the implementation of programmes at ILRI and beyond through scientific methods (Bell & Bryman, 2007). The findings of studies conducted based on positivistic approaches are observable and statistically quantifiable (Wilson, 2014).

The positivism research paradigm requires that research hypotheses are crafted on the basis of existing theories relevant to the inquiry. The testing of these research hypotheses will then be carried out by the use of quantitative and statistical methods where the end goal is to answer the defined research questions and meet the study's specific objectives. As argued by Remenyi et al. (2005), the final outcome of this kind of research can be applied through the use of this research paradigm. For that reason, by using positivism, it was possible to make generalizations in regards to the effect of communication strategies on the success of implementation of programmes at ILRI, Kenya.

3.3 Research Design

The study made use of a descriptive cross-sectional research design. Descriptive study design focuses on finding out the what, where and how of a phenomenon and also assists in describing the present status of a situation or subject as it is (Cooper & Schindler, 2011). Therefore, this design allowed for the determination of the level of success of implementation of programmes

at the ILRI based on a number of indicators currently and how programme implementation at the organization had been affected by various communication strategies adopted when carrying out the organization’s programme work. The cross sectional nature of this study was explained by the fact that the views of the ILRI staff were gathered just once, over a number of days through questionnaires.

3.4 Population of the Study

The target population for this study was all the 379 employees involved in the day to day running of various programmes implemented by ILRI in Kenya and were based at the organization’s headquarters in Nairobi, Kenya (ILRI Human Resource Database, 2020). Employees from all cadres of management took part in the study since communication was a function which cut across the entire organization and that, programme implementation was dependent on the consulted efforts of all the staff in the organization. This is because the success of implementation of programmes involved teams that were composed of different individuals with complementary professional, technical or specialist skills and hence, cut across different departments.

Staff that took part in the day to day running of the programmes had been considered since they were better informed about the communication issues within the programme work and how these issues affected the implementation of these programmes. Hence, they were in a position to provide crucial information needed in this study. The employees were drawn from key programme areas specified by the organization as outlined in Table 3.1. Administration staff were also considered in this study since they played a key role in facilitating and supporting the other staff placed in the different programme areas.

Table 3.1: Target Population

Programme Category/Department	Target Population
Animal and human health	57
Feed and forage development	4
Livestock genetics	33
Policies, institutions and livelihoods	24
Sustainable livestock systems	45
Impact at scale	20
BecA-ILRI Hub	44
Administration	152
Total	379

Source: ILRI Human Resource Database (2020)

3.5 Sampling Design

In this study, the sampling frame consisted of all the 379 employees involved in the day to day running of various programmes implemented by ILRI in Kenya and who were stationed at the organization's headquarters in Nairobi. The sample was determined using the Yamane (1967) formula. Applying the formula, for a 95% confidence level and $p=0.05$, the size of the sample for this study was:

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

Where;

n=the sample size

N= the size of the population

e=the error of 5% points (level of precision)

Using the formula yields a sample size of

$$n = \frac{379}{1 + 379(0.05^2)}$$

n=194

Hence, the sample size for the study was 194. Stratified sampling technique was used in selecting the sample. Seven categories of homogenous groups of employees based on the different programme areas undertaken by the organization were sampled. This ensured equal representation from all the programme areas within the organization which reduced the sampling error and enhanced sample representativeness. Respondents from each programme area were then selected randomly.

Table 3.2: Sample Size

Programme Category/ Department	Target Population	Proportion	Sample Size
Animal and human health	57	15.0	29
Feed and forage development	4	1.1	2
Livestock genetics	33	8.7	17
Policies, institutions and livelihoods	24	6.3	12
Sustainable livestock systems	45	11.9	23
Impact at scale	20	5.3	10
BecA-ILRI Hub	44	11.6	23
Administration and support staff	152	40.1	78
Total	379	100.0	194

Source: ILRI Human Resource Database (2020)

3.6 Data Collection Method

This study used primary data that was collected using a structured questionnaire. The tool was divided into five parts with the first section (A) detailing information on demographic profile of the respondents while the rest, (B, C, D & E) with questions on participatory communication strategy, results-oriented communication strategy, multiple-channeled communication strategy, and success of implementation of programmes at ILRI respectively. The structured questions were based on a Likert 5-point Scale as shown in Appendix II. A questionnaire was preferred in this study since it was less costly and required less time to administer when compared to other instruments and also allowed the researcher to collect objective information (Marshall & Rossman, 2014).

The questionnaires were self-administered using the drop and pick later method due to the high non-response rate associated with the use of emails. The data collection exercise was carried out with the assistance of two trained research assistants. Follow ups were undertaken through phone calls and email in the event the respondent had not returned the questionnaires to enhance the response rate.

3.7 Data Analysis

Data analysis is a tool used in reducing and organizing data in order to generate findings which require interpretation by the researcher (Guest & Greg, 2012). The data gathered was prepared for analysis by editing, coding and categorizing. Statistical package for social sciences (SPSS) was used for analysis. Descriptive statistics comprising of mean and standard deviation on the various communication strategies under study and the implementation of programmes at ILRI were generated. Information related to the demographic characteristics of the employees was summarized in terms frequencies and percentages. The descriptive statistics computed assisted in describing the basic features of the data used and also provided simple summaries on the sample and the measures.

Inferential statistics in this study consisted of correlation coefficients and regression coefficients. Pearson correlation coefficients (r) were extracted to establish the direction, strength and the significance of the association between communication strategies and the success of implementation of programmes at ILRI. Correlation measures the extent of interdependence where two variables are linearly related (Benesty, Chen, Huang, & Cohen, 2009). Regression analysis was then used to determine the nature of relationship between the communication strategies and the success of implementation of programmes at ILRI where the

effect of each independent variable on the dependent variable was quantified. The following equation shows the multiple linear regression model that was used to link the study variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = is the dependent variable which in this study was the success of implementation of programmes at ILRI.

$\beta_1, \beta_2,$ and $\beta_3,$ = Beta coefficients for which the researcher was trying to predict the value of Y.

β_1 = the coefficient of participatory communication strategy

β_2 = the coefficient of results driven communication strategy

β_3 = the coefficient of multi-channeled communication strategy

β_0 = Constant Term, that is, the value of Y when communication strategies were equal to zero.

ε = Error term-change in the success of implementation of programmes at ILRI attributed to other factors that were not considered in this study.

X_1 = Participatory communication strategy

X_2 = Results-oriented communication strategy

X_3 = Multi-channeled communication strategy

In order to test the association between the dependent and independent variables, R^2 (coefficient of determination), F statistic, regression/beta coefficients were evaluated and significance testing conducted using p values. The results were presented in form of tables and charts.

3.8 Research Quality

Research quality pertains to the validity and reliability of the findings and techniques that are used in a study. A pilot study was therefore conducted to assess the validity and reliability of the materials, procedures and parameters utilized in the major study in line with O'Connor and Kleyner (2012). Normally, an instrument should be pretested in about 1 to 10 % of the sample population. In this study, 7 employees of ILRI who were attached to other ILRI programmes outside Kenya but were accessible at the organization's headquarters in Nairobi, that is, 3.6%

of the sample population formed part of the pilot study. These employees had been considered for the pilot study since they were not included in the major study. Those who take part in the pilot study should not be incorporated into the final study in order to reduce survey fatigue. Cooper and Schindler (2011) also notes that participants of pilot study ought not to be selected in a statistical manner.

3.8.1 Reliability Test

Reliability is the level at which the tool gives findings which are consistent every time it is used to similar subjects (Sekaran & Bougie, 2016). Reliability of the questionnaire was assessed using Cronbach alpha. Coefficients ≥ 0.6 were regarded as adequate and a measure of reliability in line with Theodosiou et al. (2012) who recommended a value of 0.6 and above. All the variables were found to be reliable as shown in Table 3.3.

Table 3.3: Reliability Results

Variable	No of Items	Participants	α =Alpha	Comment
Participatory communication strategy	7	7	0.728	Reliable
Results driven communication strategy	6	7	0.761	Reliable
Multi channeled communication strategy	3	7	0.682	Reliable
Success of implementation of programmes at ILRI	7	7	0.704	Reliable

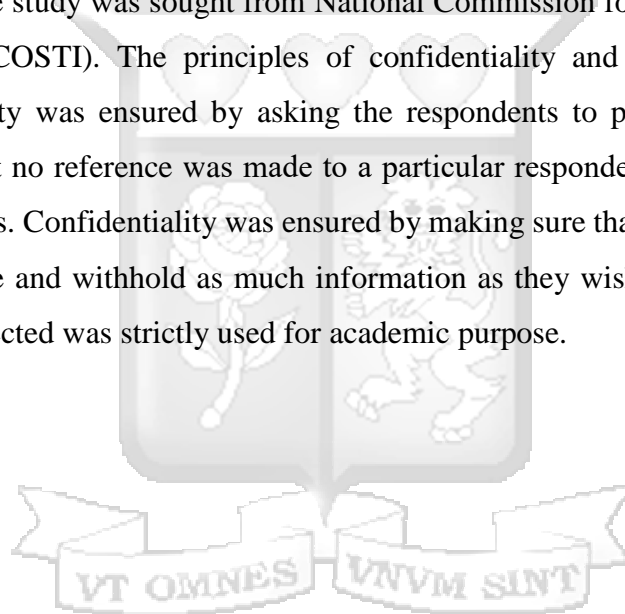
3.8.2 Validity Test

This is the level at which the instrument measures what it is supposedly meant to measure (Lakshmi & Mohideen, 2013). In determining the validity of the questionnaire, validity in terms of content and construct was considered. According to Kim (2011), content validity is a measure of the extent to which the items of a test represent the sphere of the trait being measured. In this study, the expert opinion of two programme managers from two NGOs operating in the agricultural sector and the research project supervisor were sort in order to determine the appropriateness of the content in the questionnaires. Their views and comments were used to make the necessary adjustments before the instrument was used in the main data collection exercise. In the case of construct validity, the questionnaire was divided into a number of sections so that under each section, information regarding a specific objective was gathered besides ensuring that the same closely tied with the study's conceptual framework.

3.9 Ethical Considerations

These pertain to the moral code of conduct which ought to be upheld by the researcher in the entire course of the research. Adherence to ethical principles when carrying out research is critical in enhancing the integrity of the study findings (Resnik, 2011). The principle of informed consent was adhered to. The respondents took part in the study voluntarily without coercion and were well acquainted of its purpose, gains and repercussions of being part of the research. They were given freedom to withdraw from the research process if they wished not to continue being part of the study.

The approval and authorization from the ILRI management and the Strathmore University Institutional Ethics Review towards enhancing the legitimacy of this study was sought. A permit to carry out the study was sought from National Commission for Science, Technology and Innovation (NACOSTI). The principles of confidentiality and anonymity were also adhered to. Anonymity was ensured by asking the respondents to provide their responses anonymously and that no reference was made to a particular respondent's information when presenting the findings. Confidentiality was ensured by making sure that the respondents were given freedom to give and withhold as much information as they wished to the person they choose. The data collected was strictly used for academic purpose.



CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

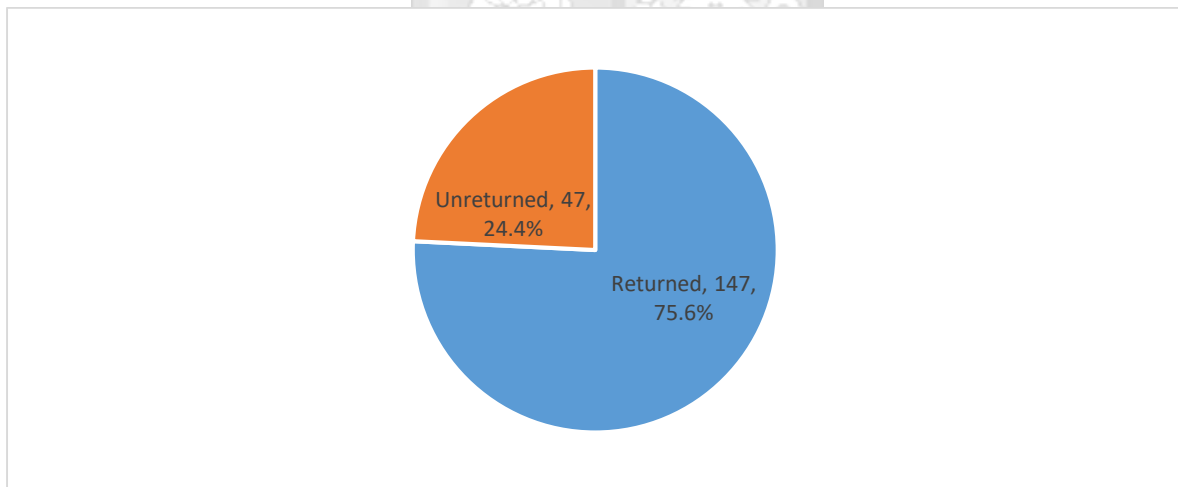
4.1 Introduction

This chapter provides the findings and discussions of the study. The results are presented in charts and tables and arranged in themes reflecting the specific objectives of the study. Both descriptive and inferential statistics were generated.

4.2 Response Rate

The results provided in Figure 4.1 pertain to the response rate for the study. A total of 194 questionnaires were administered to employees at ILRI. Out of these, 147 questionnaires were satisfactorily completed and returned yielding a successful response rate of 75.8% which was highly acceptable for data analysis and reporting consistent with Kothari (2013) who recommends a response rate of 50% and above.

Figure 4.1: Response Rate



Source: Researcher (2020)

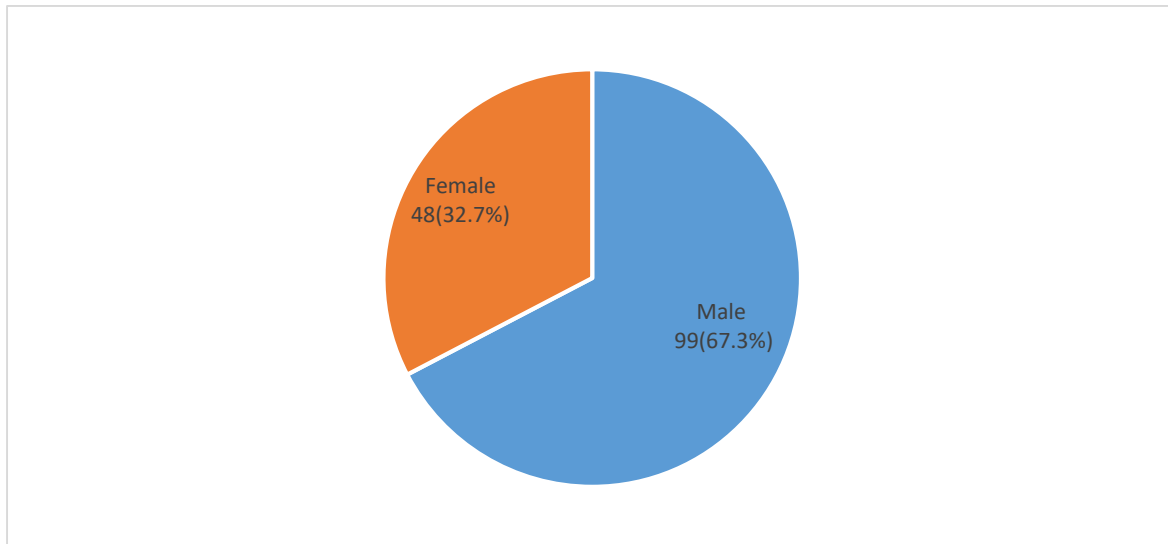
4.3 Demographic Information of the Respondents

Under this section, the information relating to the gender, age, highest academic qualification, period of working at ILRI as well as the number of programmes that the respondents had taken part in the implementation process is provided.

4.3.1 Gender of the Respondents

The results presented in Figure 4.2 shows that 99 (67.3%) of the respondents were male while 48 (32.7%) were female. The findings imply that either gender was represented in the study.

Figure 4.2: Gender of the Respondents

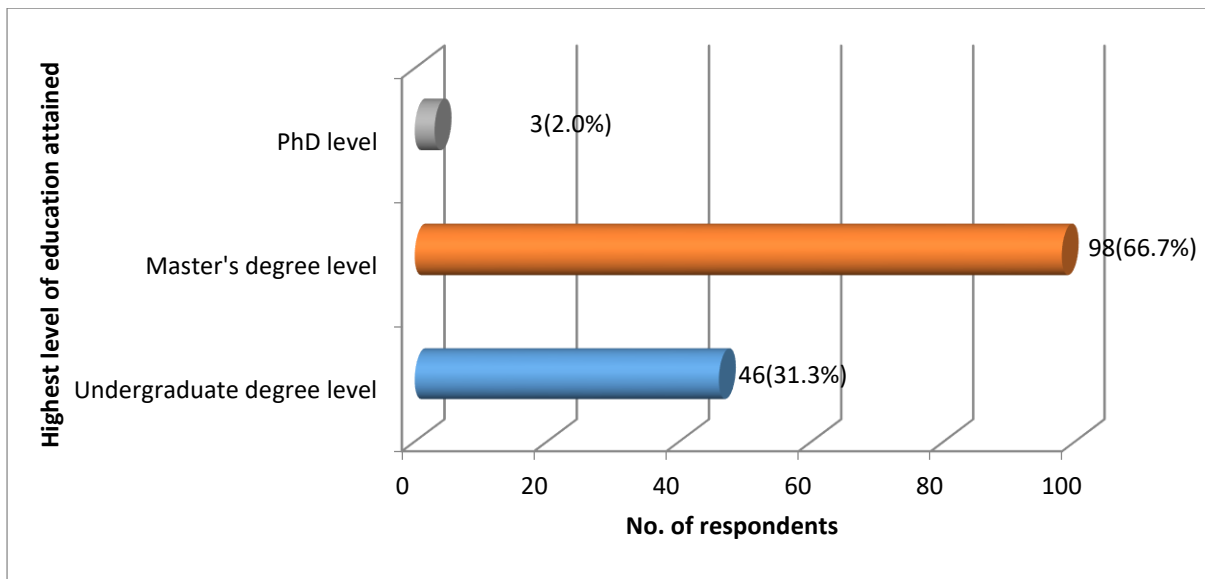


Source: Researcher (2020)

4.3.2 Highest Level of Education Attained

The highest level of education attained by the respondents was also examined. The findings are as outlined in Figure 4.3. It was found that 46 (31.3%) of the respondents had an undergraduate degree, 98 (66.7%) had obtained a masters degree while 3 (2.0%) of the respondents had a postgraduate doctoral degree (PhD). The findings implied that ILRI was committed to acquiring a qualified workforce with the capacity to adequately discharge their duties. The findings also implied that the respondents sampled for this study could easily grasp the issues under study which enhanced their ability to give articulate responses.

Figure 4.3: Highest Level of Education Attained

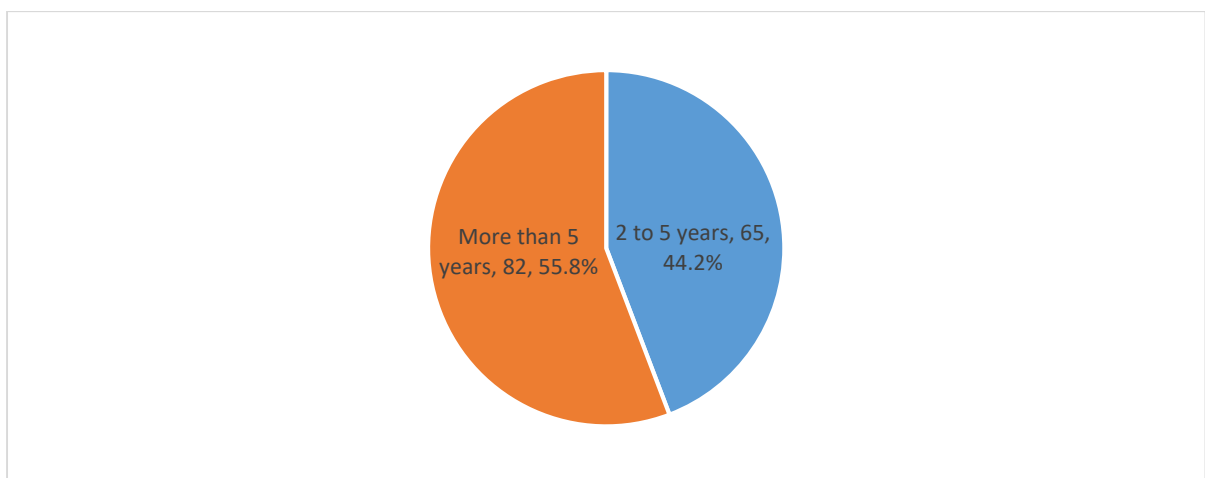


Source: Researcher (2020)

4.3.3 Period of Working at ILRI

The respondents were also asked to state the period of time they had worked at ILRI. As shown in Figure 4.4, 65 (44.2%) of the respondents stated that they had worked at ILRI for 2 to 5 years while the rest, 82 (55.8%) indicated that they had worked for the organization for more than 5 years. Based on these findings, it can be inferred that the sampled respondents had the required experience on the communication strategies adopted at ILRI and their impact on programme implementation on the basis of their period of stay in the organization and thus, could provide the necessary information for this study.

Figure 4.4: Period of Working at ILRI

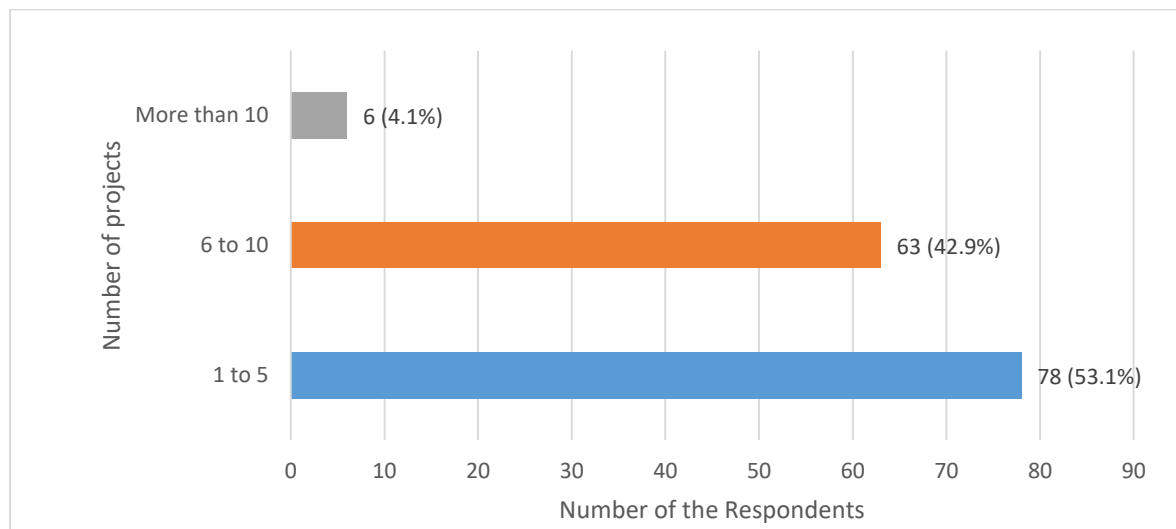


Source: Researcher (2020)

4.3.4 Number of Programmes Overseen by Respondents

The respondents were further asked to indicate the number of programmes in which the respondents had taken part in the implementation process. The findings are presented in Figure 4.5. It was established that 78 (53.1%) of the respondents had taken part in the implementation of 1 to 5 projects, 63 (42.9%) had been part of the implementation of 6 to 10 projects while 6 (4.1%) of the respondents had taken part in the implementation of more than 10 projects. Given that the sampled respondents had taken part in the implementation of a number of programmes at ILRI, they were in a position to provide the required information in this study based on their true experiences in the field other than making general comments with no concrete evidence.

Figure 4.5: Number of Programmes Overseen by Respondents



Source: Researcher (2020)

4.4 Descriptive Statistics on Participatory Communication Strategy

The study sought to determine the effect of participatory communication strategy on the implementation of programmes at ILRI, Kenya. The respondents rated their agreement/disagreement with a number of statements pertaining to adoption of participatory communication strategy at ILRI based on a Likert scale interval of 1 to 5 (1= Strongly Disagree to 5=Strongly Agree). The following criteria was used in interpreting the means extracted; a mean of (1.000 - 1.499) was an indication of strongly disagree, 1.500 - 2.499 indicated disagree, 2.500 – 3.499 was an indication of a neutral response while 3.500 - 4.499 and 4.500 - 5.000 indicated agree and strongly agree respectively. The responses provided are given in Table 4.1.

The findings revealed that on average, the respondents agreed that the organization provided for constant exchange of ideas, information and experience among programme stakeholders

towards innovative programme solutions given ($M=4.347$, $SD=0.478$) and all programme stakeholders to freely express their opinions and perceptions in key areas without the pressure of others in support of collective decisions as shown by ($M=4.129$, $SD=0.705$). The findings also noted that the respondents on average, were in agreement that ILRI allowed for open and transparent communication in its programmes to create trusting relationships among relevant stakeholders as indicated by ($M=3.959$, $SD=0.560$) and that the organization provided prompted feedback and information required by programme stakeholders to address key problem areas as supported by ($M=3.946$, $SD=0.992$).

Similarly, the findings showed that the respondents agreed on average that the organization adequately consulted and informed programme stakeholders about progress made and significant changes to enhance collective effort towards the achievement of programme objectives as supported by ($M=3.789$, $SD=0.854$). The respondents further agreed on average that the organization constantly engaged all programme stakeholders in decision making processes, empowering them to be part of the implementation process given ($M=3.782$, $SD=0.856$) and that ILRI regularly held dialogue meetings with project stakeholders to reach consensus on the ideal programme initiatives as shown by ($M=3.667$, $SD=1.207$) and

The composite mean of responses of 3.946 and a standard deviation of 0.404 implied that on average, the respondents were agreeing with the statements presented on participatory communication strategy which meant that this communication strategy had been widely adopted at ILRI. The standard deviation revealed that though the responses given were varied, they were closely clustered around the mean. The results indicated that the provision for constant exchange of ideas, information and experience among programme stakeholders towards innovative programme solutions was the most emphasized aspect of participatory communication at ILRI while the holding of regular dialogue meetings with project stakeholders to reach consensus on the ideal programme initiatives was the least adopted.

Table 4.1: Descriptive Statistics on Participatory Communication Strategy

Statement	N	Mean	Standard Deviation
The organization provides for constant exchange of ideas, information and experience among programme stakeholders towards innovative programme solutions	147	4.347	0.478
The organization allows all programme stakeholders to freely express their opinions and perceptions in key areas without the pressure of others in support of collective decisions.	147	4.129	0.705
The organization allows for open and transparent communication in its programmes to create trusting relationships among relevant stakeholders.	147	3.959	0.560
The organization provides prompt feedback and information required by programme stakeholders to address key problem areas.	147	3.946	0.992
The organization adequately consults and informs programme stakeholders about progress made and significant changes to enhance collective effort towards the achievement of programme objectives	147	3.789	0.854
The organization constantly engages all programme stakeholders in decision making processes, empowering them to be part of the implementation process.	147	3.782	0.856
The organization regularly holds dialogue meetings with project stakeholders to reach consensus on the ideal programme initiatives.	147	3.667	1.207
Composite Mean and Standard Deviation	147	3.946	0.404

Source: Researcher (2020)

4.5 Descriptive Statistics on Results-Driven Communication Strategy

The study also sought to establish the effect of results-driven communication strategy on the implementation of programmes at ILRI, Kenya. The respondents also reacted to a number of statements related to adoption of results-driven communication strategy at ILRI. The findings are summarized in Table 4.2. On average, the respondents strongly agreed that the organization provided programme teams with clear, accurate and prompt information on performance expectations for enhanced team productivity as shown by ($M=4.510$, $SD=0.502$). On the other hand, the respondents on average agreed that ILRI constantly shared any relevant information on its goals with all relevant parties for enhanced commitment to their achievement given ($M=4.429$, $SD=0.731$).

The findings showed that the respondents on average, were in agreement that the management clearly communicated programme team tasks and assignments and their intended goals for successful task completion given ($M=4.388$, $SD=0.489$) and that the organization's management constantly provided feedback on progress made in meeting programme objectives and areas for improvement to guide decision making ($M=4.129$, $SD=0.457$). It was further established that on average, the respondents agreed that ILRI's management frequently held discussions with various programme teams to brainstorm on ways to improve performance and how to implement them as shown by ($M=3.884$, $SD=0.707$) and that the organization's management constantly furnished programme teams with technical information gathered from diverse stakeholders to aid solve emerging problems in key programme areas given ($M=3.755$, $SD=0.773$).

The overall mean of responses of 4.183 and a standard deviation of 0.307 meant that on average, the respondents were in agreement with the statements presented on results-driven communication strategy and that, even though there was variability in the responses given, these were closely clustered around the mean as indicated by the standard deviation. This finding was an indication that ILRI had embraced results-driven communication strategy to a large extent. The most emphasized practice in as far as the adoption of results-driven communication strategy at ILRI as demonstrated by the findings was the provision of programme teams with clear, accurate and prompt information on performance expectations for enhanced team productivity.

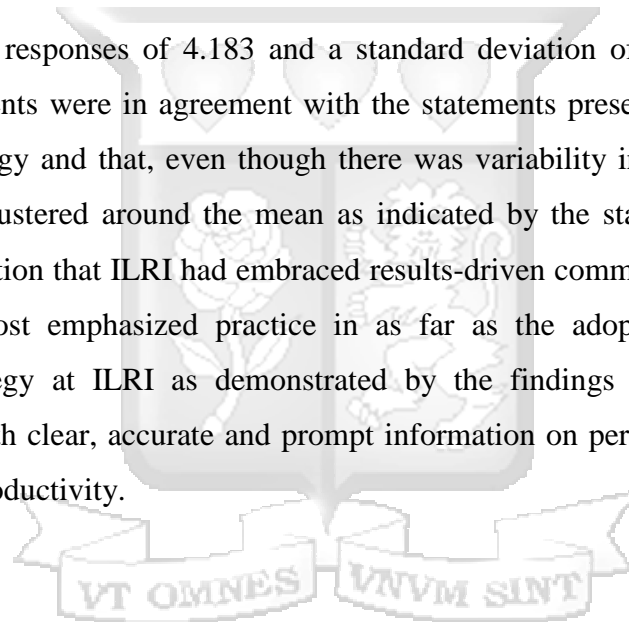


Table 4.2: Descriptive Statistics on Results-Driven Communication Strategy

Statement	N	Mean	Standard Deviation
The organization provides programme teams with clear, accurate and prompt information on performance expectations for enhanced team productivity	147	4.510	0.502
The organization constantly shares any relevant information on its goals with all relevant parties for enhanced commitment to their achievement	147	4.429	0.731
The organization's management clearly communicates programme team tasks and assignments and their intended goals for successful task completion.	147	4.388	0.489
The organization's management constantly provides feedback on progress made in meeting programme objectives and areas for improvement to guide decision making.	147	4.129	0.457
The organization's management frequently holds discussions with various programme teams to brainstorm on ways to improve performance and how to implement them.	147	3.884	0.707
The organization's management constantly furnishes programme teams with technical information gathered from diverse stakeholders to aid solve emerging problems in key programme areas.	147	3.755	0.773
Composite Mean and Standard Deviation	147	4.183	0.307

Source: Researcher (2020)

4.6 Descriptive Statistics on Multi-Channeled Communication Strategy

The study further sought to examine the effect of multi-channeled communication strategy on the implementation of programmes at ILRI, Kenya. Statements regarding the adoption of multi-channeled communication strategy at ILRI were presented to the respondents. The findings as outlined in Table 4.3 showed that on average, the respondents strongly agreed that the ILRI used diverse communication channels to facilitate a free flow of information among programme stakeholders throughout the programme cycle as supported by ($M=4.660$, $SD=0.475$). Conversely, the respondents on average agreed that the organization ensured that cohesive and consistent messages were conveyed across several platforms to guarantee constant stakeholder engagement in its programmes as shown by ($M=4.388$, $SD= 0.656$). The respondents were also in agreement that there was a system that allowed for efficient

integration of multiple channels of communication to create two-way exchange of information and ideas throughout the programme cycle given ($M=3.789$, $SD=0.901$).

The composite mean score of 4.279 and standard deviation of 0.501 showed that the respondents on average, were in agreement with the statements presented on multi- channeled communication strategy and that there was variation in their responses though these were closely clustered around the mean. The findings also meant that multi-channeled communication strategy was implemented widely at ILRI. The key emphasis by the organization in as far as this communication strategy was concerned was the use of diverse communication channels to facilitate a free flow of information among programme stakeholders throughout the programme cycle

Table 4.3: Descriptive Statistics on Multi-Channeled Communication Strategy

Statement	N	Mean	Standard Deviation
The organization uses diverse communication channels to facilitate a free flow of information among programme stakeholders throughout the programme cycle.	147	4.660	0.475
The organization ensures that cohesive and consistent messages are conveyed across several platforms to guarantee constant stakeholder engagement in its programmes.		4.388	0.656
There is a system that allows for efficient integration of multiple channels of communication to create two-way exchange of information and ideas throughout the programme cycle.	147	3.789	0.901
Composite Mean and Standard Deviation	147	4.279	0.501

Source: Researcher (2020)

4.7 Descriptive Statistics on the Success of Implementation of Programmes at ILRI

The level of success of implementation of programmes at ILRI based on a number of indicators was also explored and the findings are provided in Table 4.4. The findings indicated that on average, the respondents agreed that programmes at ILRI had high adherence to set quality standards and programme specifications ($M=4.177$, $SD=0.756$), that the programmes yielded significant direct benefits for the intended beneficiaries ($M=3.966$, $SD=0.624$), that the programmes were highly sustainable ($M=3.912$, $SD=0.421$) and also that the organization’s programmes attained high level of stakeholder satisfaction ($M=3.810$, $SD=0.696$). Similarly, the study results showed that the respondents on average agreed that programmes at ILRI

always adhered to programme budgets ($M=3.748$, $SD=0.792$), that these programmes were successfully completed on time ($M=3.667$, $SD=0.886$) and that these programmes highly adhered to programme schedules ($M=3.639$, $SD=0.793$). The composite mean score of 3.845 implied that the respondents on average, were in agreement with the statements presented on the success of implementation of programmes at ILRI. This finding meant that programmes at ILRI had a higher score of success in implementation based on the various indicators. The standard deviation of 0.388 was a pointer of variation in the responses given. These responses were closely clustered around the mean.

Table 4.4: Descriptive Statistics on the Success of Implementation of Programmes at ILRI

Statement	N	Mean	Standard Deviation
Programmes at ILRI have high adherence to set quality standards and programme specifications.	147	4.177	0.756
Programmes at ILRI yield significant direct benefits for the intended beneficiaries.	147	3.966	0.624
Programmes at ILRI are highly sustainable.	147	3.912	0.421
Programmes at ILRI have high level of stakeholder satisfaction.	147	3.810	0.696
Programmes at ILRI always adhere to programme budgets.	147	3.748	0.792
Programmes at ILRI are successfully completed on time.	147	3.667	0.886
Programmes at ILRI highly adhere to programme schedules.	147	3.639	0.793
Composite Mean and Standard Deviation	147	3.845	0.388

Source: Researcher (2020)

4.8 Correlation Analysis

In order to establish the nature of association between the communication strategies under study namely participatory communication strategy, results driven communication strategy and multi channeled communication strategy and the success of implementation of programmes at ILRI, correlation analysis was conducted. Pearsons correlation coefficients were used to establish the direction, strength and also the significance of the correlations between these variables. The following criterion provided by Sedgwick (2012) was used in interpreting the strength of the correlations whereby +/- .00 to .19 was very weak correlation, +/- .20 to .39 was weak correlation, +/- .40 to .59 was moderate correlation, +/- .60 to .79 was strong correlation while +/- .80 to 1.0 was very strong correlation. The correlation matrix is provided in Table 4.5.

The study findings revealed that participatory communication strategy was strongly, positively and significantly correlated with the success of implementation of programmes at ILRI as shown by ($r=0.736, p=0.000$). Similarly, the research found a strong, positive and significant correlation between results-driven communication strategy and the success of implementation of programmes at ILRI given ($r=0.779, p=0.000$). The correlation between multi-channeled communication strategy and the success of implementation of programmes in the organization was also found to be strong, positive and significant as supported by ($r=0.705, p=0.000$). These findings implied that the communication strategies under study and the success of implementation of programmes at ILRI changed in the same direction an indication of a positive and significant association between the study variables.

Table 4.5: Correlation Matrix

		Success of Implementation of programmes at ILRI	Participatory communication strategy	Results driven communication strategy	Multi channeled communication strategy
Success of Implementation of programmes at ILRI	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	147			
Participatory communication strategy	Pearson Correlation	.736**	1		
	Sig. (2-tailed)	0.000			
	N	147	147		
Results driven communication strategy	Pearson Correlation	.779**	.607**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	147	147	147	
Multi channeled communication strategy	Pearson Correlation	.705**	.585**	.599**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	147	147	147	147

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

Source: Researcher (2020)

4.9 Regression Analysis

Regression analysis was undertaken so as to quantify the effect of the constructs of the predictor variable (communication strategies) namely participatory communication strategy, results driven communication strategy and multi channeled communication strategy on the success of implementation of programmes at ILRI. A multiple linear regression analysis was carried out in order to establish the combined effect of these communication strategies on the success of implementation of programmes at ILRI. The first output in the regression analysis provided the model summary results as shown in Table 4.6. The findings showed that the coefficient of determination (R square) obtained was 0.754 which meant that 75.4% of the changes in the success of implementation of programmes at ILRI was explained by the adoption of participatory communication strategy, results driven communication strategy and multi channeled communication strategy by the organization. The rest of the changes (24.6%) in the success of implementation of programmes in the organization was attributable to other factors not considered in this study.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868a	0.754	0.749	0.194447
a Predictors: (Constant), Multi channeled communication strategy, Participatory communication strategy, Results driven communication strategy				

Source: Researcher (2020)

The second output obtained after conducting the regression analysis contained results that enabled the researcher to determine whether the model used to link the study variables was significant or fit. This was made possible by the assessment of the F statistic generated and its associated p value. If the significance (p value) associated with the F value was less than 0.05, the model was considered significant. The results presented in Table 4.7 revealed that the model that was fitted to show the link between communication strategies and the success of implementation of programmes at ILRI was statistically significant 'given $F= 146.130$, $p = 0.000$ '.

Table 4.7: Model Fitness Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.575	3	5.525	146.130	.000b
	Residual	5.407	143	0.038		
	Total	21.982	146			

a Dependent Variable: Success of implementation of programmes at ILRI
b Predictors: (Constant), Multi-channeled communication strategy, Participatory communication strategy, Results driven communication strategy

Source: Researcher (2020)

The regression coefficient results are provided in Table 4.8. These regression coefficients enabled the researcher to find out if the communication strategies had a significant influence on the success of implementation of programmes at ILRI. The study established that participatory communication strategy had a positive significant effect on the success of implementation of programmes at ILRI as shown by ($\beta = 0.316, t = 5.858, p = 0.000$). The findings implied that a unit increase in the use of participatory communication strategy at ILRI would result to increased success of implementation of programmes by 0.316 units holding all other factors constant. The study also found that results-driven communication strategy had a positive and significant effect on the success of implementation of programmes at ILRI given ($\beta = 0.391, t = 7.547, p = 0.000$). A unit increase in the adoption of results-driven communication strategy would therefore, result to enhanced success of implementation of programmes in the organization by 0.391 units holding all other factors constant. Equally, multi-channeled communication strategy was found to positively and significantly affect the success of implementation of programmes at ILRI as supported by ($\beta = 0.201, t = 4.699, p = 0.000$). The findings meant that a unit increase in the adoption of multi-channeled communication strategy at ILRI would result to increased success of implementation of the organization's programmes by 0.201 units when all other factors were held constant.

Based on the regression estimates, the following model was fitted;

$$Y = 0.255 + 0.316 X_1 + 0.391 X_2 + 0.201 X_3$$

Table 4.8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.255	0.173		1.473	0.143		
	Participatory communication strategy	0.316	0.054	0.326	5.858	0.000	0.556	1.799
	Results-driven communication strategy	0.391	0.052	0.425	7.547	0.000	0.541	1.848
	Multi-channeled communication strategy	0.201	0.043	0.26	4.699	0.000	0.564	1.774

a Dependent Variable: Implementation of programmes at ILRI

Source: Researcher (2020)

The collinearity statistics were crucial in enabling the researcher to assess whether the data suffered from multicollinearity issues by evaluating the VIF values. The assumption for multicollinearity is that, when the VIF value lies between 1 and 5, then there is no multicollinearity (Gujarati, 2012). Given that all the VIF values associated with each of the predictor variables were less than 5, there was no case of multicollinearity among the independent variables. This meant that the data did not suffer from multicollinearity issues which enhanced the predictability of the effect of the independent variables (X) on the dependent variable (Y).

4.10 Chapter Summary

A detailed account of the manner in which the data obtained from the field was analyzed in order to answer the stated research questions is provided in this chapter. The first objective of the study was to determine the effect of participatory communication strategy on the success of implementation of programmes at ILRI, Kenya. Based on the descriptive statistics obtained in particular the composite mean, it was evident that participatory communication strategy had been widely adopted at ILRI. The study noted that participatory communication strategy had a positive significant effect on the success of implementation of programmes at ILRI.

The second objective of the study was to establish the effect of results-driven communication strategy on the implementation of programmes at ILRI, Kenya. The study also established that results-driven communication strategy had been implemented in the organization to a large

extent as indicated by the overall mean of responses and that this communication strategy positively and significantly affected the success of implementation of programmes at ILRI.

The third objective of the study was to examine the effect of multi-channelled communication strategy on the success of implementation of programmes at ILRI, Kenya. The study findings revealed that ILRI had embraced multi-channelled communication strategy in its operations and that the success of implementation of programmes at the organization had been positively and significantly affected by the use of this communication strategy.

Generally, the study noted that the combined used of participatory communication, results-driven communication and multi-channelled communication strategies explained a considerable proportion of the variance in the success of implementation of programmes at ILRI where results-driven communication strategy had the largest effect on the success of implementation of these programmes followed by participatory communication strategy.



CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a discussion of the key findings of the study, the conclusions drawn as well as the recommendations for policy and practice. This is done in line with the specific objectives of the study.

5.2 Discussions of the Study Findings

Under this section, the major findings of the study are first presented and then compared and contrasted with those of existing literature as discussed in chapter two. The discussion is undertaken as guided by the specific objectives of the study.

5.2.1 Participatory Communication Strategy and Success of Implementation of Programmes at ILRI

The study sought to determine the effect of participatory communication strategy on the success of the implementation of programmes at ILRI, Kenya. The study found that ILRI had embraced participatory communication strategy by encouraging among others the constant exchange of ideas, information and experience among programme stakeholders towards innovative programme solutions, allowing for open and transparent communication in its programmes and also allowing all programme stakeholders to freely express their opinions and perceptions in key areas without the pressure of others in support of collective decisions to a large extent.

The study noted that the use of participatory communication strategy had positive significant effect on the success of implementation of programmes at ILRI. These findings were consistent with those of Steyn and Nunes (2001) who found that through participatory communication demonstrated by carrying out consultations and negotiations with all programme stakeholders which facilitated interactions that supported knowledge sharing, collaboration and participation led to successful implementation of programmes.

The findings also supported those of Chitnis (2011) who observed that the application of participatory communication enhanced the successful completion of programmes by creating collective knowledge sharing for joint problem mapping. The findings were also in agreement with those of Mulae (2014) who observed that participatory communication helped to secure

the ownership of the action plans agreed on and the commitment of the parties involved which enhanced the successful implementation of these programmes.

The findings further agreed with that of Aminah (2016) who found that participatory communication enhanced programme implementation by supporting smooth exchange of information and knowledge required in decision-making in all the phases of a programme. The findings however, did not support that of Walter and Ye (2014) who found that there was no evidence that some of the approaches to participatory communication such as intensive consultation empowered the parties involved to take part in decision making during programme implementation since they focused more on information flow or delivery mechanisms rather than the key issues facing the programmes.

5.2.2 Results-Driven Communication Strategy and Success of Implementation of Programmes at ILRI

The study also sought to establish the effect of results-driven communication strategy on the success of implementation of programmes at ILRI, Kenya. The study found that results-driven communication strategy had been widely applied at ILRI where to a large extent, the organization had emphasized on providing programme teams with clear, accurate and prompt information on performance expectations for enhanced team productivity, ensuring the constant sharing of any any relevant information on its goals with all relevant parties for enhanced commitment to their achievement, and also making sure that management constantly provided feedback on progress made in meeting programme objectives and areas for improvement to guide decision making among other actions.

The study discovered that the success of implementation of programmes at ILRI was positively and significantly affected by the adoption of results-driven communication strategy. This communication strategy was found to have the largest effect on the implementation of these programmes of the three communication strategies considered. The findings of this study were in agreement with those of Shirey (2007) who found that results-oriented communication strategy was crucial in enhancing the successful delivery of an organization's programs by facilitating the synthesis of technical information from internal and external sources to develop an action plan addressing program issues.

Luthra and Dahiya (2015) argued that it was crucial for an organization's leadership to communicate assignment goals and desired results to various teams within the organization so that tasks can be effectively completed towards achieving results. Burley (2018) also pointed

out that results-driven communication strategy was preferred by organizations since it created action and led to accomplishment of results in the various operations undertaken by these organizations. The findings of this study however, were inconsistent with the views by Remidez and Jones (2012) that this communication strategy constrained the delivery of projects by focusing only on the results and lacking relationship building aspects.

5.2.3 Multi-Channeled Communication Strategy and Success of Implementation of Programmes at ILRI

The study further examined the effect of multi-channeled communication strategy on the success of implementation of programmes at ILRI, Kenya. Based on the descriptive statistics obtained, multi-channeled communication strategy had been adopted to a large extent in ILRI's programme work. The study found that to a very large extent, ILRI used diverse communication channels to facilitate a free flow of information among programme stakeholders throughout the programme cycle. The organization also greatly ensured that the messages conveyed across several platforms were cohesive and consistent to guarantee constant stakeholder engagement in its programmes.

The organization was also committed to ensuring that a system for facilitating efficient integration of multiple channels of communication to create two-way exchange of information and ideas throughout the programme cycles was also in place. Just like the other communication strategies explored, multi-channeled communication strategy had a significant positive effect on the success of implementation of programmes at ILRI. These findings were consistent with the observations by Coldevin (2007) who underscored that multi-channel communication was among the most effective communication strategies in the delivery of the programmes by facilitating the establishment of a two-way flow of information with targeted groups and the possibility for immediate feedback throughout the programme cycle.

The study findings also supported those of OSullivan et al. (2013) who noted that multi-channeled communication led to the success of programmes by enabling the quick achievement of programme objectives which resulted from the creation of a dynamic, two-way exchange of information and ideas owing to the integration of several communication channels. Nevertheless, the study findings were not consistent with those of Jonassen and Driscoll (2013) who noted that there was no convincing evidence that multiple-channel communications were any more effective than single-channel inputs.

5.3 Conclusions

A number of conclusions were drawn based on the study findings. The study concluded that communication strategies were a key determinant of the success of implementation of programmes at ILRI. Frieden (2014) emphasizes that communication strategies direct an entire programme by setting its tone and course which ensures that all communication activities, products and materials work in harmony to realize the preferred outcomes which are depicted by successful programme implementation.

The study concluded that participatory communication strategy, results-driven communication strategy and multi-channeled communication strategy had been widely exploited in the various operations at ILRI and when combined, explained a significant proportion of the variability in the implementation of programmes at ILRI. The study also concluded that results-driven communication strategy had the greatest effect on the success of implementation of programmes at ILRI of the three strategies explored.

The study further concluded that if ILRI was to enhance the successful implementation of its programmes, the organization needed to capitalize on adopting a blend of communication strategies that enhanced efficient communication in all its operations. According to Biglangawa and Bestari (2011), the lack of established communication strategies and their associated support system had negative implications on programme operations and hence, having in place such strategies was a means to ensuring programme sustainability.

5.4 Recommendations of the Study

Based on the study findings, several recommendations were made. The study recommends that the management at ILRI should sustain the strong culture of participatory communication throughout its operations and in the course of the organization's programmes. The study recommends that the management of the organization could enhance the level of open communication climate in its operations by ensuring that frequent round table consultative and dialogue meetings are held with representatives of all project stakeholders in order to ensure that all decisions made are arrived after consensus is attained.

The study also recommends that the organization's management should emphasize the adoption of communication structures and channels that are broadly utilized and involve all key stakeholders in all the decision making processes undertaken by the organization. These should be complemented by well-structured communication systems that ensure that prompt

feedback and information sharing among all programme stakeholders to address key problem areas and also assisting in evaluating the impact of feedback given on programme outcomes.

The study also recommends that all programme teams should be adequately oriented upon placement in the organization in order to ensure that they are well informed on their tasks and how they are supposed to contribute to the success of the organization's programmes. Clear programme roadmaps should be provided to all programme teams and regular brainstorming meetings held in order to ensure that all programme stakeholders take part in contributing to creative decision making processes. The study recommends for continuous progress assessment and generation of regular progress reports that are shared with all programme stakeholders in order to ensure that new ways of enhancing productivity among staff are devised and that the organization receives crucial feedback that can be integrated in the various improvement processes.

The study recommends that the organization should invest in an established information and communication management system that allows for effective integration of information and feedback from all the channels of communication adopted by the organization. The study further recommends that ILRI management should ensure that diverse communication strategies are blended together to enhance effective organizational communication in the organization.

5.5 Limitations of the Study

The researcher faced time constraints given the short time for carrying out the study emanating from the tight deadlines and schedules provided by the university. In order to hasten the data collection exercise, the researcher contracted two researcher assistants who assisted in administering the questionnaires. Given that the researcher was an employee of the organization under study, it was likely that their preconceived opinions on the study subject would affect the objectivity of the study. However, by seeking the assistance of the research assistants, and also taking into consideration the views of other scholars and the project supervisor, the researcher was able to remain focused throughout the study.

5.6 Suggestions for Further Research

The study suggests that a similar study be carried out but taking a survey of NGOs in order to allow for comparisons and explore the various communication strategies applied by NGOs in different sectors. A study that explores the link between the other communication strategies not considered in this study and the implementation of programmes can also be undertaken

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APPENDICES

APPENDIX I: PARTICIPANT INFORMATION SHEET AND CONSENT FORM

PARTICIPANT INFORMATION SHEET

Investigator: Tabitha Wambui Guuru

Institutional affiliation: Strathmore Business School (SBS)

Introduction: I am a student at Strathmore University pursuing a Master's Degree in Commerce, International Business Management. In order to successfully complete my academic journey and qualify for the degree, it is a requirement that I undertake a research project. The title of my study is "**Effect of Communication Strategies on the Success of Implementation of Programmes at ILRI at the International Livestock Research Institute, Kenya**". This study will be conducted in this organization.

The goal of providing this information is to offer you a better understanding of the study, its nature and to allow you to make a decision on your participation that is well informed. You are free to ask for clarification on the information provided, on the study and the on the consent form. Before you append your signature on the consent form, I will gauge your understanding of the study, consent form and the provided information, by asking you some questions.

Background and objective: The purpose of this study is to establish the effect of communication strategies on the implementation of programmes at ILRI, Kenya. The study will identify and explore the various communication strategies adopted in the organization and how they affect the implementation of the various programmes undertaken by the organization and thereafter, make suggestions for improvement, both in policy and practice.

Participation: It is not mandatory for you to take part in this study. Participation in the study is totally voluntary and the choice to take part rests solely with you based on your own judgement. If you consent to participate in this study, kindly complete the attached questionnaire. The questionnaire includes a set of statements in relation to the study subject. No invasive procedure will be subjected to you and you are free to stop your participation. There will be no consequences should you decide to withdraw from the study.

Eligibility: The persons participating in this study ought to be employees involved actively in the various programmes implemented by ILRI in Kenya and are based at the organization's headquarters in Nairobi, Kenya. They have taken part in the implementation of at least one programme in order to be in a position to provide the required information in this study based on their true experiences in the field other than making general comments with no concrete evidence.

Non eligibility: Employees working on programmes implemented in other countries will be excluded.

My involvement in the study process: I will approach you with the help of a research assistant and request you to participate in this study. Once you are satisfied that you fully understand the purpose of this study, I will ask you to append your signature on this informed consent form and then take you through a questionnaire to fill.

Benefits of taking part in the study: There is no direct reward in monetary terms in participating in this study. However, the results of the study will help in the understanding how organizational communication structures particularly the communication strategies adopted affect programme implementation especially within the NGO sector. This will go a long way in enlightening the management on the need for choosing a blend of communication strategies that result to efficient programme implementation. The findings will be availed to the organization's management if any requests are made to enable and guide the relevant decision makers within the organization in choosing adequate strategies for enhanced effective organizational communication. The findings will also be made available to Strathmore University to facilitate easy access by other researchers who might want to use the study as a reference point when pursuing related studies.

Risks of taking part in the study: There are no physical or economic risks to take part in the study. You will however, take some time off your schedule to respond to questions from the researcher that are outlined in the administered questionnaire. The researcher's endeavour is for you to spend approximately 15 minutes in responding to the questions.

Confidentiality: The information you provide shall be treated with utmost confidentiality. It will only be used for the purpose intended in this study. For the purpose of anonymity, your name will not be written on any forms nor will it be used during the final report publication. All materials used during the study will be kept under lock and key and access will only be

granted to the personnel assisting in this study. Files saved electronically will be password and fire-wall protected.

Voluntary participation: Taking part in this study is optional and voluntary. There will be no consequences for refusal to participate. You have the right to withdraw from participation with no penalty or consequences. You are free to choose not to answer any question asked during the research process.

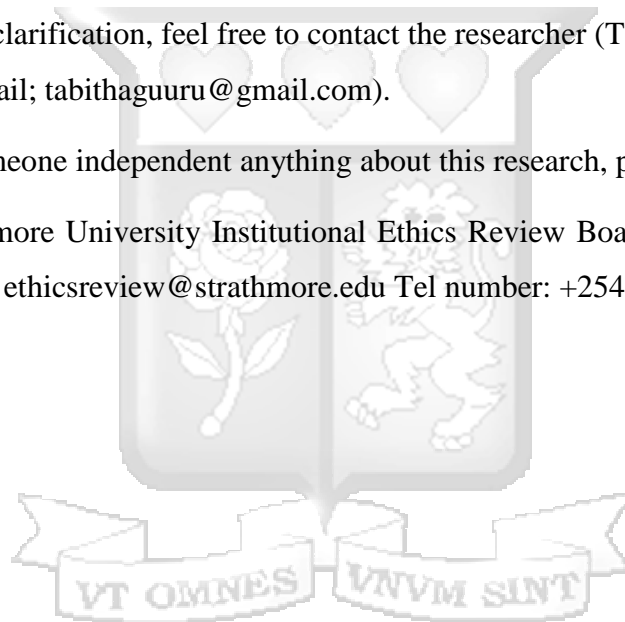
Compensation: You will not be compensated for taking part in the study.

Conflict of interest: The researcher and the supervisors confirm that there is no conflict of interest amongst them.

In case you need any clarification, feel free to contact the researcher (Tabitha Wambui Guuru, Tel; 0710813400; Email; tabithaguuru@gmail.com).

If you want to ask someone independent anything about this research, please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375



CONSENT FORM

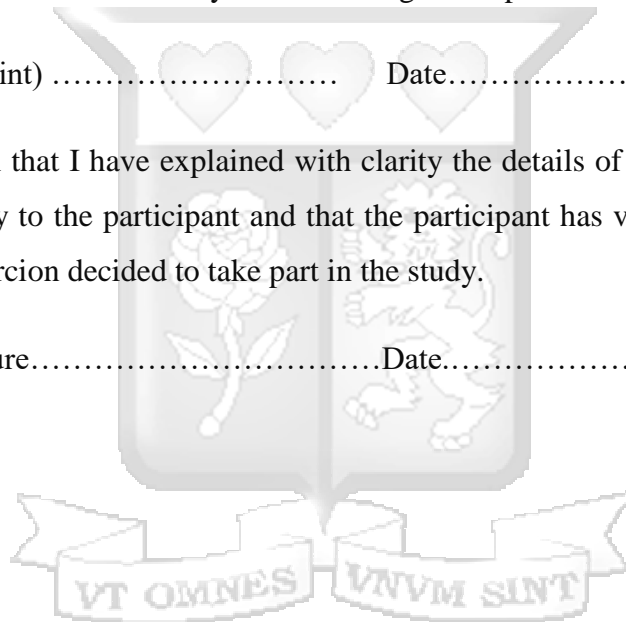
To show your consent to take part in the study, please append your signature below:

I consent to take part in this study. An explanation of the nature and the potential risks of the study has been given to me. I understand that I am voluntarily taking part in this study and that my status of employment status in this organisation will not be affected whatsoever by my participation or lack of it. I am aware that with no consequences or explanation and at any stage of the study, I may choose to stop my participation. I have reassurance that the personal information I provide will be kept confidential. The investigator has adequately answered all my questions and concerns about my taking part in this study. I confirm that the investigator also asked me questions to ascertain my understanding of the provided information.

Signature (or thumbprint) Date.....

This is a confirmation that I have explained with clarity the details of this consent letter and the nature of the study to the participant and that the participant has voluntarily and without undue pressure or coercion decided to take part in the study.

Investigator Signature.....Date.....



APPENDIX II: QUESTIONNAIRE

This questionnaire contains questions related to the study subject which centers on “**Effect of Communication Strategies on the Success of Implementation of Programmes at ILRI at ILRI, Kenya.**” You are requested to provide honest and objective responses anonymously. Your input in this study is highly valued and information given will be treated with much discretion.

Thank you very much for your cooperation!

Section A: Demographic Profile

1. Gender

a. Male

b. Female

2. Age bracket

a. 25 years and below

b. 26-35 years

c. 36-45 years

d. 46-55 years

e. Above 55 years

3. Highest level of education attained

a. Diploma level

b. Undergraduate degree level

c. Master’s degree level

d. PhD level

e. Other (specify) _____

4. Period of working for the organization

a. Less than a year

b. 2 to 5 years

c. More than 5 years

5. Number of the organization’s programmes for which you have taken part in the implementation process

a. 1 to 2

b. 3 to 4

c. More than 4

Section B: Participatory Communication Strategy

Using the following scale, **1=Strongly Disagree** to **5=Strongly Agree**, rate your degree of agreement with the following statements pertaining to adoption of participatory communication in relation to programme implementation in this organization.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
7. The organization provides for constant exchange of ideas, information and experience among programme stakeholders towards innovative programme solutions.					
8. The organization allows for open and transparent communication in its programmes to create trusting relationships among relevant stakeholders.					
9. The organization allows all programme stakeholders to freely express their opinions and perceptions in key areas without the pressure of others in support of collective decisions.					
10. The organization constantly engages all programme stakeholders in decision making processes, empowering them to be part of the implementation process.					
11. The organization adequately consults and informs programme stakeholders about progress made and significant changes to enhance collective effort towards the achievement of programme objectives.					
12. The organization regularly holds dialogue meetings with project stakeholders to reach consensus on the ideal programme initiatives.					
13. The organization provides prompt feedback and information required by programme stakeholders to address key problem areas.					

Section C: Results-Driven Communication

Using the following scale, **1=Strongly Disagree** to **5=Strongly Agree**, state the extent to which you agree with the following statements regarding the level of results-driven communication in relation to programme implementation in the organization?

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
14. The organization constantly shares any relevant information on its goals with all relevant parties for enhanced commitment to their achievement.					
15. The organization provides programme teams with clear, accurate and prompt information on performance expectations for enhanced team productivity.					
16. The organization’s management constantly provides feedback on progress made in meeting programme objectives and areas for improvement to guide decision making.					
17. The organization’s management clearly communicates programme team tasks and assignments and their intended goals for successful task completion.					
18. The organization’s management frequently holds discussions with various programme teams to brainstorm on ways to improve performance and how to implement them.					
19. The organization’s management constantly furnishes programme teams with technical information gathered from diverse stakeholders to aid solve emerging problems in key programme areas.					

Section D: Multi-Channeled Communication Strategy

Using the following scale, **1=Strongly Disagree** to **5=Strongly Agree**, state your level of agreement with the following statements touching on the adoption of multi-channeled communication in relation to programme implementation in the organization?

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
20. The organization uses diverse communication channels to facilitate a free flow of information among programme stakeholders throughout the programme cycle.					
21. There is a system that allows for efficient integration of multiple channels of communication to create two-way exchange of information and ideas throughout the programme cycle.					
22. The organization ensures that cohesive and consistent messages are conveyed across several platforms to guarantee constant stakeholder engagement in its programmes.					

Section E: Success of Implementation of Programmes at ILRI

This section seeks to assess the level of success of implementation of programmes at ILRI at ILRI. Considering the programmes undertaken by the organization, rate their level of implementation based on the following indicators. Use the following scale: **1= Very Poor** to **5= Very Good**.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
23. Programmes at ILRI always adhere to programme budgets.					
24. Programmes at ILRI highly adhere to programme schedules.					
25. Programmes at ILRI have high adherence to set quality standards and programme specifications.					
26. Programmes at ILRI are successfully completed on time.					
27. Programmes at ILRI are highly sustainable..					
28. Programmes at ILRI have high level of stakeholder satisfaction.					
29. Programmes at ILRI yield significant direct benefits for the intended beneficiaries.					

Thank you for your participation!

APPENDIX III: RESEARCH AUTHORIZATION



31st March 2020

Ms Guuru, Tabitha
tabithaguuru@gmail.com

Ms Guuru,

RE: Effect of Communication Strategies on The Implementation of Programmes at The International Livestock Research Institute, Kenya


This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0728/20**. The approval period is **31st March 2020 to 30th March 2021**.

This approval is subject to compliance with the following requirements:

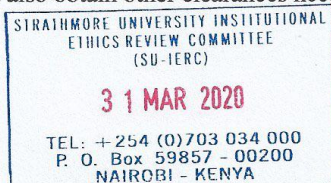
- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,


for: 
Dr Virginia Gichuru,
Secretary; SU-IERC


Cc: Prof Fred Were,
Chairperson; SU-IERC



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APPENDIX IV: RESEARCH PERMIT


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
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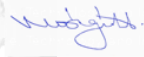
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This is to Certify that Ms. Tabitha Wambui Guuru of Strathmore University, has been licensed to conduct research in Nairobi on the topic: EFFECT OF COMMUNICATION STRATEGIES ON THE IMPLEMENTATION OF PROGRAMMES AT THE INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE, KENYA for the period ending : 09/April/2021.

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