

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

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Abstract

The communication function in organizations is widely recognized as one of the main factors that contribute to success in the implementation of programmes. This article presents the results of a study conducted to establish the effect of communication strategies on the successful implementation of programmes at ILRI, Kenya. Descriptive and inferential analyses were undertaken based on data gathered from 194 employees involved in the various programmes implemented by the organization. The results obtained suggested that participatory communication strategy, results-driven communication strategy and multi-channeled communication strategy had positive significant effect on the successful implementation of programmes at ILRI, Kenya. The study concluded that communication strategies were a key determinant of successful programme implementation at ILRI and hence, it was necessary for the organization to adopt a blend of communication strategies that enhanced efficient communication in all its operations.

Keywords: Communication strategy, Multi-channeled communication strategy, Participatory communication strategy, Results-driven communication strategy, Successful programme implementation, Non-governmental organizations

INTRODUCTION

Programme implementation is considered the most vital task for any implementing agency and more so for the organizations engaged in project based operations (Thapliyal, 2012). An example of such organizations is non-government organizations (NGOs). Well formulated programmes lose their meaning without successful implementation. Globally, as noted by Kikoyo (2017), the implementation of agricultural programmes targeting livestock production systems by NGOs, have increased tremendously due to their significant impact on economies, people's livelihoods and their projected growth in the future. Among the leading players in this sector is Heifer International, FARM-Africa, One Acre Fund, and the International Livestock Research Institute. These NGOs according to Moyo (2016), play a great role in, for instance, enhancing per capita income, increasing animal protein consumption among rural poor and boosting livestock productivity for the targeted livestock rearers.

Communication is widely recognized as the lifeline for NGOs and plays a great role in the implementation of their programmes (Arasa & Kioko, 2014). Yet, very poor communication is a key challenge that organizations in these sector continue to grapple with (Shava & Maramura, 2016). The poor state of communication at the micro level has, for instance, been reported right from goal setting and proposal development levels. Beatty (2017) observes that programme failures in the NGO sector were often as a result of poor communication which led to increased programme inefficiencies and mistrust between these organizations and communities.

Inadequate communication was also reported to be a major obstacle that hindered partnership management among NGOs, resulting to mistrust and suspicion among partners (Sackey, 2014). As result, many NGOs were unable to raise funds from potential donor agencies which affected the sustainability of their programmes It has therefore, been emphasized that NGOs ought to perceive communication as a strategic management function and adopt a coherent approach in their internal and external communications (Altomare, 2017). Communication efforts in non- governmental organizations are crucial in building common understanding, creating shared meaning and experiences and also enabling them to build, maintain and protect positive reputation (Palttala, Boano, Lund, & Vos, 2012). For efficient communication to occur in these organizations, well-established communication strategies are necessary.

Communication strategies are the roadmaps designed to organize internal and external communication so that an organization's overall strategy can be executed (Pimiä, 2015).

These 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). In this study, communication strategies were viewed as the functional strategies that provided 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 that were widely recognized in available literature.

Participatory communication strategy is a communication strategy that nurtures a climate of trust and openness in an organization 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. Nevertheless, this strategy as noted by Hardianto (2013), has been criticized for allowing cases of manipulation in decision making processes and also brewing conflict among the different actors involved as a result of power relationships between those lacking power and those holding power

Results driven communication strategy on the other hand entails strategic communication that is focused on achieving measurable results (Kibe, 2014). Its emphasis is 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. This communication strategy has however been criticized as lacking relationship building aspects which constrains successful execution of 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.

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/channels to deliver. Multi-channeled communication strategy calls for efficiency in integrating multiple channels as well as cohesiveness and consistency of multi-

voiced messages. Nonetheless, this strategy according to Jonassen and Driscoll (2013), 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. Nagy (2012) also argues that given that each communication channel differs in its nature, each one of them needs a different method through which the message is composed. Thus, integrating them in to a single communication thread is difficult leading to extra communication costs.

Generally, the communication strategies employed by NGOs determine the level to which the trust and reputation of donors, stakeholders and employees in these organizations 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 and 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 as well as the capacity of the organizations to mobilize the support of the targeted beneficiaries and the required resources (Okinda, 2013).

Though extensive documented literature on communication is available, there is limited information related to the communication strategies adopted by organizations and especially NGOs in connection with programme implementation. The International Livestock Research Institute (ILRI) implements 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). ILRI in its corporate strategy recognizes that excellent communication is essential in supporting the management and success of its programmes. Nonetheless, the communication strategies employed by the organization and their effect on the implementation of its programmes remained unexplored. This study, therefore, sought to determine the effect of communication strategies adopted by ILRI on the successful implementation of its programmes. The NGO presented a suitable setting for the study given its extensive programme work in Kenya's livestock sector.

LITERATURE REVIEW

Theoretical Review

This study was underpinned on the participatory communication theory, the uses and gratifications theory, goal-oriented communication theory and the implementation theory.

Participatory Communication Theory

Participatory communication theory first popularized by Freire (1970) hinges on the premise that the success of development programmes depends on their ability to ensure that people are involved and form part of the decision making process (Karl, 2000). This theory calls for inclusivity and dialogue in decision making as the only sure means to attaining sustainable programmes as it ensures that 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. 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.

Uses and Gratifications Theory

The uses and gratifications 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. 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 which are most effective for the message that needs to be sent (Dobos, 1992). According to the theory, alternatives may also be chosen if the original purpose of the message changes. Rubin (2002) notes that 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. This theory informed the assessment of the adoption of multi-channeled communication strategy in a bid to enhance the successful implementation of programmes at ILRI, Kenya.

Goal-Oriented Communication Theory

Goldreich, Juba and Sudan (2012) advanced 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 used in communication. In this context, “reliable communication” means overcoming any initial misunderstanding between parties towards achieving a particular goal. This theory anchored the results-driven communication strategy which focused on achieving measurable results. It 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 using communication in enabling ILRI to attain its performance goals where the successful implementation of its programmes was among its primary goals given the nature of its operations.

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). 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 programme 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.

Empirical Review

From the available literature, it was evident that different communication strategies adopted

by organizations had an implication on the implementation of their programmes. Thomas and Mefalopulos (2009) pointed out that overall; the lack of participatory communication was a main reason as to why many development initiatives or programmes failed to achieve their objectives. This was attributed to the fact that in the absence of participatory communication, the agenda of programmes was often set by a few individuals with very little input from other stakeholders leading to limited political buy-in and faulty project design. On their part, Aminah (2016) observed that participatory communication affected the level of cooperation and dialogue among programme stakeholders which also impacted the exchange of information and knowledge required in decision-making towards the successful execution of a programme.

Elegbe and Ibikunle (2015) held the view that with enhanced participatory communication, consensus was reached on the ideal situation and priority areas in a programme leading to increased coordination in decision making processes which enhanced the level of programme success. Chitnis (2011) stressed that the application of participatory communication through the sharing of information for mapping joint problem between the various programme stakeholders created collective knowledge sharing which improved the successful completion of a programme. Steyn and Nunes (2001) also noted that participatory communication exemplified by extensive consultation and negotiations with all programme stakeholders ensured that programmes were successfully implemented. It was further argued by Ndung'u (2008) that participatory communication ensured that the needs of all programme stakeholders were considered and trusting relationships built thus empowering and motivating programmes stakeholders to commit to the successful execution of the programmes.

With regards to results driven communication, Shirey (2007) found that adopting such an approach enabled organizational leadership 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 organizational-level projects. Bakar, Walters, and Halim (2014) also highlighted that with results driven communication, organizational management was able to use the available information to create solutions to diverse multifaceted problems more so in times of crisis through group decision making. The managers according to Shonubi and Akintaro (2016), were also able provide employees with feedback and support on technical issues which helped in enhancing the successful delivery of projects carried out within the organizational. Luthra and Dahiya (2015) also argued that organizational communication

needed to be focused on delivering results rather than being activity-based as this was the only means of getting work done towards the achievement of organizational objectives. This entailed communicating and providing feedback on progress, and also signalling team victories. Ngozi and Ifeoma (2015) further underlined that the provision of feedback enhanced quality of decision making and that communicating assignment goals and desired results to various teams within the organizations was a means of ensuring that tasks were effectively completed towards achieving results.

Focusing on multi-channeled communication strategy, Coldevin (2007) noted that multi-channel communication campaigns were among the most effective communication strategies in the delivery of the programmes. From their observations, multi-channeled communication resulted to a two-way flow of information with targeted groups and enhanced immediate feedback throughout the programme cycle. Waititu (2012) established that using multiple communication channels open to two-way communications was a critical aspect that ensured that programme teams were sufficiently informed leading to minimal mistakes, quality decision making and efficient delivery of programme tasks. Ilieva-Koleva and Kasamska (2017) also found that multi-channeled communication was helpful in obtaining autonomous participation and a free flow of information throughout the programme implementation process.

Summary of Research Gaps

In summary, the current study noted that none of the reviewed studies focused on the effect of communication strategies on programme implementation at ILRI. It was also evident that none of previous studies critically linked results-driven communication strategy to programme implementation. It was also found that several studies explored communication strategies used when communicating to a one specific group, for instance, target beneficiaries yet programme work involved several stakeholders such as donors, regulatory bodies and suppliers. Most of the studies also applied a purely qualitative approach and hence, did not 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 thus necessitating this study.

METHODOLOGY

This study applied a descriptive cross-sectional research design that was anchored on the

positivist research paradigm. 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. 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 concerted efforts of all the staff in the organization. The sample size was determined using the Yamane (1967) formula whereby applying the formula, a sample of 194 was considered. Stratified sampling technique was used in selecting the sample. This ensured that employees drawn from 7 key programme areas as well as administration staff were represented in the study. Administration staff were considered since they played a key role in facilitating and supporting the other staff placed in the different programme areas. This study used primary data collected using a self-administered structured questionnaire. In analyzing the data, both descriptive analysis and inferential analysis were conducted. A multiple linear regression model was fitted to show the relationship between communication strategies and the successful implementation of programmes at ILRI, Kenya.

DATA ANALYSIS

The successful response rate for the study was 75.8% (147 respondents). The descriptive results indicated that participatory communication strategy had been widely adopted at ILRI. This was justified by the overall mean of the construct of 3.946 and standard deviation of 0.404 (Table 1). The study found that ILRI had embraced participatory communication strategy to a large extent 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. Holding regular dialogue meetings with project stakeholders to reach consensus on the ideal programme initiatives was the least adopted practice in as far as participatory communication was concerned.

The correlation analysis revealed a strong, positive and significant correlation between participatory communication strategy and the successful implementation of programmes at ILRI as shown by ($r=0.736$, $p=0.000$) (Table 6). The regression analysis results further confirmed that the use of participatory communication strategy had a positive significant

effect on the successful implementation of programmes in this organization given ($\beta = 0.316, p=0.000$) (Table 9). These findings implied that a unit increase in the use of participatory communication strategy at ILRI would result to increased successful implementation of programmes by 0.316 units holding all other factors constant.

The study also found that ILRI had embraced results-driven communication strategy to a large extent (see Table 3). The most emphasized practice in this case was the provision of programme teams with clear, accurate and prompt information on performance expectations for enhanced team productivity. The organization also ensured any relevant information on its goals was constantly shared with all relevant parties for enhanced commitment to their achievement, and that its management constantly provided feedback on progress made in meeting programme objectives and areas for improvement to guide decision making among other actions.

Further analysis showed that results-driven communication strategy and the successful implementation of programmes at ILRI were positively and significantly correlated as shown by ($r=0.779, p=0.000$) (Table 6). The correlation was also deemed to be strong. The regression analysis conducted showed that the successful of implementation of programmes at ILRI was positively and significantly affected by the adoption of results-driven communication strategy ($\beta = 0.391, p =0.000$) (Table 9). Results-driven communication strategy was found to have the largest effect on the successful implementation of programmes at ILRI of the three communication strategies explored. A unit increase in the adoption of results-driven communication strategy would, therefore, result to enhanced successful implementation of programmes in the organization by 0.391 units holding all other factors constant.

Multi-channeled communication strategy was equally implemented widely at ILRI (Table 4). 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. ILRI 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. The correlation between multi-channeled communication strategy and the successful implementation of programmes at ILRI was also found to be strong, positive and significant as supported by ($r=0.705, p=0.000$) (Table 6).

The study findings further demonstrated that multi-channeled communication strategy positively and significantly affected the successful implementation of these programmes given ($\beta = 0.201$, $p = 0.000$) (Table 9). The findings meant that a unit increase in the adoption of multi-channeled communication strategy at ILRI would result to increased successful implementation of the organization's programmes by 0.201 units when all other factors were held constant.

Overall, the model summary results showed that the coefficient of determination (R square) obtained was 0.754 (see Table 7) which meant that 75.4% of the variance in the successful implementation of programmes at ILRI was explained by the adoption of participatory communication strategy, results driven communication strategy and multi channeled communication strategy. The rest of the variance (24.6%) in the successful implementation of these programmes was attributed to other factors not considered in this study. The results pertaining to the statistical significance of the model also revealed that the model fitted to show the relationship between communication strategies and the successful implementation of programmes at ILRI was statistically significant given $F(3, 143) = 146.130$, $p = 0.000$ (see Table 8). Thus, participatory communication strategy, results driven communication strategy and multi channeled communication strategy were in deed significant predictors of the successful implementation of programmes at ILRI, Kenya.

Discussions

This study examined the effect of communication strategies on the successful implementation of programmes at ILRI, Kenya. Even though extensive documented literature on communication was available, there was limited research on the communication strategies adopted by organizations and their impact on the programme implementation. By examining different communication strategies likely to affect programme implementation, this study not only contributed to this field but more importantly, highlighted how ILRI and other project based organizations in general, could, through the use of efficient strategies, enhance their communication functions to achieve their organizational objectives.

Overall, the study established that the use of participatory communication strategy had a positive significant effect on the successful implementation of programmes at ILRI. The finding was consistent with the observation by Steyn and Nunes (2001) that participatory communication led to successful implementation of programmes. The application of participatory communication according to Chitnis (2011) enhanced the successful completion of programmes by creating collective knowledge sharing for joint problem mapping.

Participatory communication also improved programme implementation by supporting smooth exchange of information and knowledge required in decision-making in all the phases of a programme (Aminah, 2016). Nonetheless, Usadolo (2011) argued 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.

Another finding of this study was that the successful implementation of programmes at ILRI was positively and significantly affected by the adoption of results-driven communication strategy. Shirey (2007) argued that results-oriented communication strategy was crucial in enhancing the successful delivery of an organization's programmes by facilitating the synthesis of technical information from internal and external sources to develop an action plan addressing programme issues. Luthra and Dahiya (2015) were also of the view 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. Results-driven communication strategy as stated by Burley (2018) was preferred by organizations since it created action and led to accomplishment of results in the various operations undertaken by these organizations. However, Remidez and Jones (2012) argued that results-driven communication constrained the delivery of projects by focusing only on the results and lacking relationship building aspects.

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. The finding was consistent with the remarks by Coldevin (2007) 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. Multi-channeled communication also 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 (OSullivan et al., 2013). Nevertheless, Jonassen and Driscoll (2013) found that there was no convincing evidence that multiple-channel communications were any more effective than single-channel inputs.

CONCLUSION AND RECOMMENDATIONS

The study concluded that communication strategies were a key determinant of the successful implementation of programmes at ILRI. 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 successful 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.

The study suggests that a study which comprehensively explores the different communication strategies that can be adopted by organizations could be undertaken. A similar study can 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. A study to determine the impact of NGOs' overall communication strategy on their organizational performance can also be carried out. The factors determining the adoption of different communication strategies in the course of implementing programmes can also be examined. Furthermore, a similar study that incorporates an intervening variable such as organizational structure can be considered.

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Table 1: Operationalization of Study Variables

Variable	Construct	Operational Definition	Indicators	Measurement
Dependent Variable	Successful 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.	<ul style="list-style-type: none"> • Adherence to programme budgets • Adherence to programme schedules • Adherence to set quality standards/specifications • Level programmes had directly benefitted the beneficiaries. 	Five point Likert scale - Strongly Disagree - Disagree 3- Neutral 4- Agree 5- Strongly Agree
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.	Communication openness and transparency <ul style="list-style-type: none"> • Dialogue and consultation Knowledge and information sharing <ul style="list-style-type: none"> • Shared decision making • Freedom to opinion expression 	Five point Likert scale - Strongly Disagree - Disagree 3- Neutral 4- Agree 5- Strongly Agree
Independent Variable	Results-driven communication strategy	An approach in which organizational communications are strategically designed to facilitate the achievement of measurable results	Articulation of performance expectations Provision of performance feedback <ul style="list-style-type: none"> • Task communication Use of information in problem solving	Five point Likert scale - Strongly Disagree - Disagree 3- Neutral 4- Agree 5- Strongly Agree
Independent Variable	Multi- channeled communication strategy	An approach where communications/ messages are delivered multiple times in multiple ways/channels to have the most impact	Number of channels used in delivering messages. Efficiency in integrating multiple channels Cohesiveness and consistency of multi-voiced messages.	Five point Likert scale - Strongly Disagree 2- Disagree - Neutral 4- Agree 5- Strongly Agree

Table 2: 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

Table 3: 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

Table 4: Descriptive Statistics on Multi-Channeled Communication Strategy

Statement	N	Standard	
		Mean	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.	147	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

Table 5: Descriptive Statistics on the Success of Implementation of Programmes at ILRI

Statement	N	Mean	SD
Programmes at ILRI adhere 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

Table 6: Correlation Matrix

		Successful Implementation of programmes at ILRI	Participatory communication strategy	Results driven communication strategy	Multi channeled communication strategy
Successful 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).

Table 7: 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

Table 8: 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

Table 9: 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: Successful implementation of programmes at ILRI