

**EFFECTS OF COMMUNICATION ON PROGRAM IMPLEMENTATION IN
INTERNATIONAL NGOS IN KENYA A CASE STUDY OF AFRICAN MEDICAL
RESEARCH FOUNDATION**

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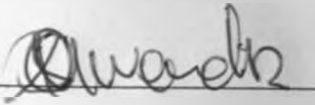
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Research project submitted in partial fulfillment of the requirements for the award of Post Graduate Diploma in Human Resource Management of the University of Nairobi.

2010

DECLARATION

This research project is my original work and has been presented for the award of Post Graduate Diploma in Human Resource Management of the University of Nairobi and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of the Nairobi University.

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Date 8/11/2010

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This research project has been presented for examination with my approval as the Nairobi University Supervisor

Sign 

Date 11/8/2010

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DEDICATION

This research project is dedicated to my late mother Catherine Gacoga Mutungi.

You went early but your spirit lives with us forever. Rest in Peace

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ABBREVIATIONS

AMREF	African Medical Research Foundation
NGO	Non Governmental Organization

ABSTRACT

This study is about the effects of communication on program implementation by international NGO's in Kenya. There is the statement of the problem, objectives of study, research questions, significance of the study, limitations, scope of the study and the conceptual framework which shows the relationship between the dependent and independent variables. The literature review of the subject matter, critical review and summary of the gap to be filled have been extensively covered in chapter two of the report.

The researcher used simple stratified sampling procedure to select a sample that represented the entire population. This procedure was preferred since all the target population had an equal chance of being selected. The researcher used questionnaires in collecting data that was later analyzed in chapter four of the study. This technique was particularly appropriate because it helped the researcher to assure the participants of confidentiality and potentially of sensitive issues. The target population was from African Medical Research Foundation-Nairobi.

CHAPTER ONE

Introduction

1.1 Background of the study

The NGO Co-ordination Act defines NGO to mean a private voluntary grouping of individuals or associations not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare development, charity or research in the areas inclusive but not restricted to health relief, agriculture, education, industry and supply of amenities and services.(NGO Co-ordination Act 2000)

Communication' refers to the transfer or sharing of information through the transmission of symbolic messages write or speaking. Communication is the giving receiving or exchanging of information, opinions or ideas by writing, speech or visual means (Sillars1988). NGOs have certain fundamental features which satisfy the following distinguishing criteria (Stephenson, 2003). First, an NGO should be privately set up and sufficiently autonomous in its activity, that is independent of direct governmental control. Secondly, an NGO should also be non-profit, which would clearly define its voluntary character. Thirdly, it cannot be considered a political party with an aim of attaining political power. Fourthly, an NGO should support development which demonstrates its public interest character (Schiavo-Campo 2001).

NGOs are involved in initiating community projects geared towards benefiting the grass root groups and enlist the energies and commitment of intended beneficiaries in project development, implementation and evaluation. According to Anderson and Ian (2000) Communication efforts in NGOs focuses on ensuring all key interested parties are well informed about the timing, impacts and benefits of the project ; seeking input from service users who will be affected by works into what alternative services would best suit their requirements consultation with groups who represent local community issues – safety, environment, people with disabilities and the like providing factual and accurate

information to the community, in particular local residents, businesses and adjacent landowners, and public transport users monitoring community perceptions and opinion through review of the local media and via direct liaison with the public.

1.2 Statement of the Problem

Bradac (1989) argues that communication is a lifeline of most Non Governmental Organizations .Communications develop ideas and campaigns, shape messaging, monitor reputation across multiple stakeholders and educate employees, collaborate with key stakeholders, employees and the public at large; clarify and disseminate the company's values; operate as shapers of the company's strategic direction; and measure results in concrete, business-worthy ways.Despite the availability of general information and documented literature on communication, there is limited information on communication relating to Non Governmental Organizations programs. In specific terms the impact of communication undertaken by the Non Governmental Organizations on the projects and operations? Hence this research study aims at investigating the effects of communication strategy on program implementation in International Non Governmental Organizations with reference to Amref

1.3 purpose of the study

The purpose of this study was to ascertain the effect of communication on program implementation by International Non Governmental Organizations in Kenya.

1.4 Objectives of the Study

The following specific objectives guided the study:

- a. To examine the effect of communication on Trust and reputation in international NGOs
- b. To assess the impact of communication on collaborations and Partnerships
- c. To investigate the effect of communication on Governance in international NGO's
- d. To analyze the effect of communication on Resource mobilization in International NGOs

1.5 Research Questions

The underlying research questions guided the study:

- a. How does communication affect trust and reputation in international NGOs?
- b. What is the effect of communication on collaboration and relationships in international NGOs?
- c. To what extent does communication affect Governance in NGOs?
- d. How does communication affect resource mobilization in international NGOs?

1.6 Significance of the study

1.6.1 AMREF

The findings of the study will be significant to Amref because the organization will be able to understand the effects of communication on its programs implementation and hence seek ways to effectively strengthen the positive aspects of communications while minimizing the negative.

1.6.2 Management and Staff

The study will be significant in that it will help management and staff to understand and appreciate the role of communications in program implementation and strive to harness positive factors to the advantage of the organization.

1.6.3 Research organizations

The study will provide the background information to research organizations and scholars who will want to carry out further research in this area. The study will facilitate individual Researchers to identify gaps in the current research and carry out research in those areas.

1.6.4 Communication Practitioners

The study will be significant to the communication practitioners especially those in private and Non Governmental sectors who will be able to understand and appreciate the importance role that communication plays in program implementation.

1.6.5 Other institutions

The findings will also be significant to other institutions to understand the effect of communication on their program implementation.

1.7 Delimitation of the study

Having worked previously at AMREF I have a clear knowledge of their inner channels of communication and a good rapport with most members of staff hence ease in distributing the questionnaires and data collection. I also have ample time to do my research work as I am not doing any course work at the moment.

1.8 Limitations of the study

There were some employees who were new at AMREF and the Non Governmental Sector and did not understand the role that communication plays in program implementation. However; the researcher targeted respondents who had been at AMREF for at least one year.

There are some respondents who did not provide full information for fear of being reprimanded by senior managers for giving out information that they might consider confidential. The study targeted only one NGO to be representing all the international NGOs in Kenya hence the data provided might not be enough for analysis.

1.9 Assumptions of the study

The assumptions I have put in consideration in making the study possible are that the employees will give true and correct information throughout my research. I also expect the sample to represent the population from which it exists. I have put into assumption that time given will be enough for me to thoroughly and accurately present the

information I will have acquired and finally that the data collection instruments have validity and are measuring the desired constructs.

1.10 Definitions of significant terms

Non governmental Organization

This mean a private voluntary grouping of Individuals associations not operated for profit or for other or commercial purposes

Communication:

This refers to the transfer or sharing of information through the transmission of symbolic messages write or speaking Communication is the giving receiving or exchanging of information, opinions or ideas by writing, speech or visual means

Strategy:

This refers to the mean by which objectives are consciously and systematically pursued and obtained over time

Reputation

It is the general estimation in which an organization is held by the public. Overall estimation of the character or quality of a person or organization generally held by those who know the person or the organization.

Trust

It is Firm reliance on the integrity, ability, or character of a person or an organization
Organizational trust is a feeling of confidence and support in an organization; it is the Belief that the organization will be straightforward and will follow through on Commitments. Trust "is the core of all relationships.

Collaboration

Is a recursive process where two or more people or organizations work together in an Intersection of common goals. Cooperative arrangement in which two or more parties

(which may or may not have any previous relationship) work jointly towards a common goal.

Relationships

The condition or fact of being related with a connection or in an association.

Governance

It relates to consistent management, cohesive policies, processes and decision rights for a given area of responsibility.

Resource mobilization

Refers to a distinct perspective for understanding social movements, emphasizing the critical role played by material resources.. Resource mobilization stresses rationality, and the importance of adequate funding, leadership, and organization. It amounts to assemble, marshal, or coordinate for a purpose.

1.11 Summary

Communication is critical in leveraging the attitudes and values of today's workforce and the imperative of innovation in implementation of programs. The people project needs to attract today – as employees, clients or partners – will not accept old-fashioned, hierarchical cultures and management approaches. Communications has assumed a leadership role in stepping up to the challenge of owning and directing organization trust and reputation. As the corporate function with the responsibility of building relationships across multiple constituencies, it is uniquely positioned to become the focal point of organizational trust. It facilitates the organization to empower its resources to communicate with one another, to make decisions and to act on their own ideas and opportunities.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, literature, which is related to and consistent with the objectives of this study, is reviewed. Important theoretical and practical problems are brought out, relevant literature on the aspects pertaining to the effects of communication on program implementation in international NGOs with reference to AMREF. This chapter is divided into three parts i.e. review of past studies, critical review and summary.

2.2 Effects of communication on program implementation

According to Clampitt (2005) lists three approaches managers use to communicate with their employees. Arrow approach – Communications are carefully constructed and aimed at a target audience. It assumes the more accurate the message, the clearer the understanding of the recipient. Problems arise when it is taken for granted that information is mostly transmitted by words and that recipients are passive receptors. Circuit approaches Communications are achieved with positive relationships and job satisfaction of employees through understanding and discussion. It assumes that communicating is grounded in mutual understanding. Problems arise because of the myopic view that understanding will lead to agreement and that this understanding should be the sole goal of communications.

Dance approach – Communications are achieved through an intricate combination of the practice, understanding, and intuition. It believes that the communication involves the coordination of meanings, the understanding of common rules, and the recognition of patterns between two or more people. Supervision is often considered to include designing the job, hiring someone to fill the job, training them, delegating to them, guiding them via performance reviews, helping them develop their career, noting performance issues, and firing them, if needed. Obviously small nonprofits may not be able to afford full attention to all of these activities (McNamara 2008).

When you're external environment changes, your internal environment should adjust as well, and internal communication is vital during these times. When the environment constantly changes, the organization must innovate to adapt to or control that environment. Generally, the more new ideas and organization can generate, the more likely it will be to adjust successfully to its environment. Thus, it should decentralize to give more people the power to generate new ideas and innovative behaviors (From Public Relations and the Path to Innovation: Are Complex Environments Good for Business?, 2008).

Internal communicators have developed an obsession for measurement (sometimes to the detriment of the creativity of their actual engagement efforts ... which is another conversation). Probably the most compelling example of this is the service-profit chain. The first real case study of this appeared in 1997. In short, it's a statistical model that allows you to track an increase in employee "engagement drivers" to correlated increases in customer satisfaction and loyalty, and to track this to increases in Total Shareholder Return (TSR), revenue and other financial performance measures. While of course employees are a captive population statistically, in the online environment that barrier is becoming less of an excuse to not create more robust approaches to marketing measurement.

External communications is about making promises. Internal communications is about making sure that those promises are kept. It is crucial to delivering services in the organization. Your team cannot hope to implement the strategy it has on paper if your staff does not understand it. Consequently, any organization that wants to improve its impact and delivery rate needs to devote thought, energy, time, and resources to internal communications. Strategically-managed employee communications is a relatively new phenomenon, but it is essential in the current working environment. With the decline of permanent contracts and an increasing culture of mobility, staffs are far less loyal to any one organization. The current generation does not have the same expectations of remaining with the same employer for life. Our work has become more complex and

information-driven. Our clients are more demanding. Top-down, command-and-control management structures have stopped working.

Organizations are increasingly recognizing the importance of internal communications. The organizations now employ dedicated internal communications specialists. While it may not be realistic for an organization to do the same, you can certainly harness the skills of public relations to communicate with your staff. Internal communications can shape and improve a wide range of management and human resources tools. It can help to convey news and success stories, publicize activities, report on outcomes, provide career guidance, and share the kind of social information that binds the organizations together like a family. It can connect staff to stakeholders, explain goals, strategies and expectations, and help people share knowledge and understand their roles and benefits. By feeding the grapevine with accurate information, it can also help to shape informal conversations.

Making the effort to communicate with staff pays off in many ways. When done well, it increases employee satisfaction, which in turn increases the satisfaction of the people the system serves, which in turn can increase the impact of programmes. It saves you the cost and time of hiring new staff as often, increases the contribution of individual employees, and helps you to get more value out of the salaries you pay.

2.3 Effects of communication on Trust and Reputation

Anderson and Ian (2000) and Cornelissen (2004) argue that trust and reputation are the most fundamental issues surrounding NGOs operations and their implementations of the programs. Communication is the basis for maintaining and even strengthening donors, stakeholders and employees trust and reputation in the organization and the programs it implements. Communication is important at not only developing trust but also sustaining it in an increasingly diverse environment, and in responding to the demands of empowered stakeholders. And at the broader societal level, it facilitates organizations to achieve integration and transparency in the implementation of programs, (Cornelissen, et al, 2004). Communication touch on the standards of program management, its financial management systems, how transparency is managed, its systems and rules of

implementation, the quality of the services it creates and delivers to the public, and the way the organization interacts with its communities and with global society at large.

Communication is critical in leveraging the attitudes and values of today's workforce and the imperative of innovation in implementation of programs. The people a project needs to attract today – as employees, clients or partners – will not accept old-fashioned, hierarchical cultures and management approaches. According to Chapman, Jennifer and Fisher (2000), in dynamic societies and economies, such as we live in today – where new approaches, new ideas, new behaviours and new institutional forms are being created constantly, and where multiple stakeholders have unprecedented levels of impact and influence – more open, flexible, empowering and values-based management systems are required and this depends on effective communication framework. And for those to work, trust is both more essential than ever, and harder than ever to achieve. They further concur that communications has assumed a leadership role in stepping up to the challenge of owning and directing organization trust and reputation. As the corporate function with the responsibility of building relationships across multiple constituencies, it is uniquely positioned to become the focal point of organizational trust. It facilitates the organization to empower its resources *to* communicate with one another, to make decisions and to act on their own ideas and opportunities.

Carmeli, Gilat and Weisberg (2006) contend that communications will need to help NGOs to learn how to push decision-making authority out and down, to eliminate layers of management and procedure and to welcome diversity of thought. It will also need to help the organization and its leaders understand that there is no single standard of trust. Rather, there are multiple criteria, which are functions of multiple relationships. Trust is inherently about relationships of interdependency – vs. rules, procedures and laws, (Whaites, Alan, et al 2000). The challenge facing our NGOs today isn't a question simply of a "loss of public trust" in some generic sense, but of strengthening specific relationships between the company and diverse stakeholders – and among those stakeholders themselves. Carmeli, Gilat and Weisberg (2006) recommend that communications leaders will also need to draw on our understanding of and experience in changing organization culture. In order to foster innovation, people need to feel hopeful

and competent. They need to feel that their ideas and opinions have been heard, and their feelings acknowledged. They need to feel believed in and trusted, in all dimensions of the word. In that sense, trust is inherent in authenticity, and vice-versa. And you cannot build trust by enforcing compliance. Accountability is necessary, but not sufficient. Indeed, a single-minded focus on accountability can ultimately debilitate trust in systemic and long-lasting ways.

2.4 Effects of communication on Collaborations and Relationships

Anderson, Ian (2000) argues that Communication activities create relationship with the most important constituents of the organization who are critical in the implementation of NGOs programs. This involves such activities such as employee relations, stockholder and investor relations, media relations, and community relations. He further argues that communication activities make an organization more effective when it identifies strategic constituencies in the environment and then develops communication activities to build long-term relationships with them. Collaboration with the government and government agencies, UN Agencies, other NGO's, media leaders, donors and the private sector is necessary in order to effectively implement its programs.

The aim of the communication with key donors and stakeholders will be to improve mutual understanding and ability to develop effective programs and select meaningful measures and methods for monitoring and evaluation. Hudson and Alan (2001) concurs that communication seeks to create opportunities to open dialogue and discussion as a community with various stakeholders in order to improve mutual understanding and overcome constraints in the current environment, as noted below. Current constraints in the expectations, formats, and procedures of some of our funding partners include: A lack of fit between our programs and expected methods, indicators, and time frames for evaluation.

Among the new kinds of expertise required is the ability to lead in the infusion of sophisticated communication into the company's processes and the creation of appropriate policy innovations to govern its uses – creating pervasive internal

communications platforms that both ensure transparency and enable individuals to have much more control over their information, their work and their relationships. And it points, again, to the centrality of the company's core values. This is, in the end, the most challenging and highest-impact work that communicators can tackle, and the opportunities far outweigh the challenges. The networked global economy and the new worldwide communications platform present a historically unprecedented opportunity to engage directly with all the publics and constituencies that shape a company's success and identity. Now, we must take the radical step of adopting approaches that emphasize definition and influence and of becoming truly multidirectional in our engagements (Hudson, et al 2001).

Gaventa and John (2001) notes that communicators can and must not only speak to, but learn from, all of the company's populations in wholly new and much deeper ways. We can and must influence them similarly, and build relationships of partnership and mutual self-interest that go far beyond traditional public relations. And we can and must step up to the need for reputation stewardship at a deeper level – encompassing the enterprise's brand, culture and core values.

2.5 Effects of communication on Governance

Hutton, Goodman and Genest (2001) communication professionals participate in the organization and program governance processes by sitting in management decision making bodies and counseling other managers participating in that process about the consequences of potential decisions and activities for the stakeholders. In effect, they bring the voices of the stakeholders into organization and program Governance structures by researching and listening to the stakeholders before decisions are made. Communication makes Non Governmental organization transparent and accountable in the eyes of its stakeholders. Rogers and Singhal (1999) stated communication professionals plan, administer and evaluate communication programmes and activities to communicate with these publics, both before and after management decisions are made, so that the organization can build and maintain good, long-term relationships with them. Communication practitioners are called on to advice boards of directors and management

executives on program implementation-whenver the organization's internal or external relations could be affected.

Low (2000) notes that communication is more accountable and more measurable than ever before, communication now plays a strategic role in identifying, responding to and even creating trends, crafting the appropriate messages, providing sophisticated targeting methods to reach the broadest range of audiences from national populations to one key influencer. Stevens (1996) argues that the 21st century client (organization, group, or individual) is required to have-and be seen to have-values which create and maintain favorable relations with all of its customers, employees, suppliers, stakeholders. And it must demonstrate a convergence of what it does, what it says and even what it intends. The 21st century client must be seen to be doing this transparently. The right cultural values lead to shared values amongst all stakeholders. Thus, communication experts concerns themselves with the psychology of the individual and the group, how and why people come to hold or change their opinions and attitudes, and with the understanding and application of superior communications activities and applications.

If communication is to progress as a strategic management discipline, it is essential that it links to both the wider organizational strategies and to the wider domain of business studies. From observation, this kind of communication is seldom seen by dominant coalitions as a strategic management discipline and communication is ignored in business studies literature. A systems theory approach is applied to develop a framework in which communication strategy is intrinsically linked to the various levels of business strategy (Moncur, et al 2006). Stevens (2001) argues that communication scale covers the following statements: the primary function of communications is to increase the company's reputation, the communication office takes part in the strategic decisions in our company, and the communication experts hold consultation with the managing board or the top management of the organization on the various organization programmes.

He notes that communication construct consists of interval scale questions. Each organization may choose to have a unique communication strategy but should consider its

unique characteristics when developing successful programs. Knowing these characteristics when developing communication programs can provide competitive advantages. The important contribution that communication practice provides for a organization's overall effectiveness. And finally, with communication we are able to improve the organization's productivity, achieve high quality services and products and, consequently, these will lead to overall effectiveness of the company. Shadle (1998) concludes that communication makes an organization more effective when it identifies strategic constituencies in the environment and then develops communication programs to build long-term, trusting relationships with them. Participation in strategic management provides the integrating link for Public Relations to enhance organizational effectiveness.

Radford and Goldstein (2002) argue that communication departments then strategically plan, administer and evaluate communication programmes and activities to communicate with these publics, both before and after management decisions are made, so that the organization can build and maintain good, long-term relationships with them communication practitioners are called on to advise boards of directors and management executives on a wide range of matters-whenver the organization's internal or external relations could be affected.

According to Maxham and Netmeyer, (2003) leadership is the culture that empowers the organization to strategize its promises, designs its processes, and engages its people in a proactive quest for competitive advantage. When an entire organization has a service leadership mind-set, every employee-customer encounter is considered to be an invaluable opportunity to improve customer service and engenders customer loyalty. Under these conditions, every individual takes responsibility and pride in creating or protecting the organization's leading position in service quality or in designated markets by carefully observing and communicating customer needs through the organization.

Changes in our daily lives and corporate environments continuously force organizations to re-examine their strategy concerning their markets, their employees, and their

customers. Schoefer and Ennew (2003), globalization, advanced technology, and communication compel all organizations to acquire a competitive advantage by placing an emphasis on a factor that is not as easy to copy as price or technology—namely, the quality of service they give to customers. Furthermore, increased competition has called attention to the growing importance of employee initiative, innovation, flexibility, and productivity as a response to pressures to adapt to external changes in the corporate environment. If organizations are to be expected to successfully plan and carry out continuous cycles of change to survive in today's service-driven economy, the exciting question of leadership *in service* arises. There is no universal definition of leadership, in spite of a growing number of studies on the topic. Leadership principles and themes can be found in such diverse Chinese philosophers, the Bible, and sagas of Viking heroes and villains. In Greek political thought, each citizen was a potential leader and had an equal right to have his voice heard. Over the centuries, definitions of leadership developed from the democratic ideas of the Greeks to ideas and images of the "Great Man," one individual who leads. This is the person "who steps in and leads those who cannot or do not want to assume the responsibility into battle, into safety, into new territory, into new heights of accomplishment." Leadership no longer applies just to each manager's ability to lead. Now it also applies to the whole organization and its ability to develop a leadership *mind-set* for an entire organization (Richins and Marsha 1983).

The service oriented airlines are marked by the depth and breadth of their commitment Moyer (1984), this is reflected in leadership that practice as preach; willingness to invest in high-quality staff processes, and supportive tools; and institution-wide commitment to dig beneath surface measures to uncover causes of service delivery problems and to press relentlessly for solutions. The staffs need to have a striking degree of motivation and commitment to ensuring high-quality service delivery. This commitment is reflected in and nurtured by active leadership and personal involvement on the part of the CEO, other top managers, and the management Board.

The challenges are great for today's service organizations, but the opportunities for those who master the science of leadership in the service sector are also tremendous

McCollough, Berry and Yadav (2000) indicated that the act of leadership can be integrated into the marketing and operational strategies of any service organization. In fact, in today's service-driven economy, you cannot expect to achieve leadership without service. The common denominator is the focus on assuming a leadership role—either as a company in the marketplace or as an individual within the organization, regardless of formal authority or power. Landon and Laird (1980) the concept of service leadership builds on ideas of strategy as perspective or culture and theories of leadership as a collective mind-set. Henry Mintzberg, one of the leading contemporary scholars in strategic management, has identified various approaches to strategy formulation and application. One of those strategies is the cultivation of a strong organizational culture. This kind of culture centers on strong organizational values and norms, reinforcing certain sets of behaviors needed to give the organization a competitive edge. Landon and Laird (1977) further stated that the concept of service leadership suggests that the desired behaviors in today's service settings are collective leadership acts and that all organizational members share in protecting and preserving their organization. It takes the management practice of empowerment a step further in an attempt to overcome the disadvantages associated with power transfer and to capitalize fully on investments in higher labor and training costs. Krishnan and Valle (1979), in service organizations aiming service excellence employees must have not only the authority to point out issues or to watch and wait for things to happen; they must also *crave service* excellence and regard it as their responsibility to be proactive to protect and preserve their organization and collectively shape their future working environment and organizational success.

Kelley, Scott, Hoffman, and Mark (1993) they stated that there is no doubt that, when an entire organization considers each encounter between an employee and a customer to be a rich opportunity to improve customer service and build customer loyalty, a leadership mind-set is in place. In this situation, every employee takes responsibility and pride in helping the organization reach a high level of service quality. Employees do this by carefully observing and communicating customer needs through organizational channels. Of course, this calls for a change in employee and managerial roles. It also calls for a reversal in the traditional relationship between service provider and customer. Instead of

the employee just doing what the manager dictates, he or she must do what the customer wants and needs. This new view of roles and relationships empowers the entire organization to streamline its strategies and processes accurately and in a timely manner and thus to achieve continuous service adaptation. This ability gives the organization a solid competitive advantage in the marketplace, where reactive behaviors are more common than proactive ones. Traditionally, leadership theory has focused on various traits and behaviors of individual leaders and the circumstances in which they find themselves, causing us to overlook the real leadership potential all around us. A definition of leadership that fits this book is best reflected in the words “The people who get on in this world are they who get up and look for the circumstances they want, and, if they can’t find them, make them.” Shaw (1999).

What relevance does this notion have in a service context? One of a service organization’s key performance indicators is the level of customer satisfaction it has obtained. Understanding and fulfillment of needs creates perceived value to customers and subsequently translates into customer satisfaction. In today’s business environment, this is simply a prerequisite in the service. Kraft (1977), it is essential for the organization striving for service leadership to *expect* and foresee changes and to use the power of a collective leadership mind-set to be able to go further and faster to obtain the organizational goals of growth, profits, and service quality. The organization can obtain sustainable competitive advantages through service—in other words, it has to dare *not to* do what it has always done, both at the organizational level and on each employee’s individual level of responsibility. Standardized procedures and carefully laid-out processes ensure speed and accuracy of service

Hirschman and Albert (1970) they indicated that in today’s firms, leadership is hardly ever a solo activity but a carefully coordinated and organized performance. Leading knowledge intensive organizations nowadays increasingly employ well-educated and well informed individuals, and provide knowledge-intensive services and products to customers. A knowledge-intensive environment calls for a different style of leadership. In the past years, research on leadership and management has evolved as a key area of

interest among human research development scholars. Within this area, two lines of scholarship are recognized. The first centered on the behavioral aspects of management and leadership and the second focused on management development through cultural diversity. However, studies comparing leadership styles and behaviors of managers in different cultures are still rare despite repeated calls for the comparative, cross-national research needed to keep pace with the rapidly developing international and multi-cultural organizational environments (Hansen and Brooks, 1994; Peterson, 1997). It is noticed, however, that the trend of existing literature on leadership implies that transformational leadership is applicable to all types of organizations, situations, and cultures (House, 1995; Bass, 1997). Research has been conducted that included various organization, cultures, and nationalities. This study includes a review of selected literature on leadership and its crossing point with culture and their role in facilitating knowledge-based organization. In particular, the study investigates Jordanian managers' leadership styles and then compares them with managers in other organizations with different cultures, such as the International Air Transport Association (IATA).

It is being argued that the guiding role of management for any knowledge management strategy is crucial (Pan and Scarbrough, 1998). In this area, transformational leadership has consistently been linked to high levels of follower and organizational performance in a wide range of organizations and cultures. Meanwhile, some researchers viewed transformational leadership as a universal leadership style that was effective in all situations (Bass, 1997; Avolio et al., 1995), others suggested that transformational and transactional leadership styles should be examined within various situational contexts (Easterman and Pawar, 1997; Goodwin and Whittington, 2001; Avolio et al., 2003). This study is designed to add to that field of knowledge. Specifically, the study will examine the proposition that "newer leadership" styles, transformational and transactional are universal; by means they could be available in all cultures and situations; and that they are essential to develop an implementation of knowledge management approach in modern organizations.

Various theories of leadership have emerged over the last century, such as the trait theory, behavioral theory, situational theories and self-leadership theory. However, since the late 1980s, much of the leadership research has concentrated on characteristics and specific effects of charismatic and transformational leadership (Bass, 1985; Kanungo and Jaeger, 1990; Sashkin, 1988; Tichy and Devanna, 1990; Bryman, 1992). The new leadership approaches assumed that leaders influence workers through their ability to manage culture change. Brehm et al. (1999) asserted that one approach to the study of leadership is to identify attributes that distinguish leaders. Vroom (2000) found also that leaders vary widely in this regard. Some leaders are highly autocratic and directive, while others are highly participative. Additionally, in looking at relationship development, quality of the leader-follower relationship was at the centre of effective leadership (Chemers, 2000). The contingency model of leadership set by Hersey and Blabchard (1988), recommended that successful leaders adjust their styles depending on the readiness of followers to perform in a given situation. They are either task-oriented leaders, who carry out tasks single-mindedly while always focusing on the job, or relations oriented leaders, who are more concerned about the employees and their feelings. Charismatic leaders exhibit qualities and behaviours that result in followers' admiration, respect and trust (Alimo-Metcalfe and Alban-Metcalfe, 2001).

According to Collins and Smith (2006) leadership continues to be a highly desirable skill in the modern employment market and identifying future leaders and training them is an expensive exercise. Recent research into the evolution of leadership in the current high tech business environment has found a new fertile ground in the world of computer gaming. The findings are intriguing and offer considerable opportunities in the identification and training of future leaders in organizations. The areas of research causing such interest are games referred to as massively multiplayer online role playing games. The majority of these games are set in mythical and magical lands, but researchers are increasingly finding that there are more comparisons with the real world than meets the eye.

Leadership happens quickly and simply in online games, based on the skills available, and the task that has to be undertaken. Rather than there being a set leader or manager,

leadership evolves based on the resources available, and the task that has to be undertaken. Leaders are chosen by the group rather than a higher authority. This means that for each raid, the leader is often someone who has volunteered for the role, been chosen by their peers and has the best skills and knowledge available. Surely this best-person-for-the-job mentality could help businesses to manage more effectively, too?

Also, this method of assigning leadership allows individuals to try out being a leader, in order to make an informed decision about whether they enjoy the role. Critics might say that this is risky, and indeed this is the case, although the risk is minimized due to both the mentality of most gamers and the project nature of working. Adler (1992) many businesses don't allow inexperienced yet talented individuals to take on leadership, due to a fear of failure. As a result, the potential of some employees may not be being utilized or innovative ideas and approaches being lost. By breaking tasks up into smaller chunks, failure becomes more a cost of business than a complete disaster, and having employees who feel they can try new things has benefits that more than outweigh the risks. By allowing employees to sometimes lead and sometimes follow, they can develop a more complete understanding of how to manage effectively. They can learn from other's strengths and weaknesses, and use this knowledge to improve their leadership skills.

Although this is only dipping a toe into the water, we can get an idea of just how much can be learnt from online gaming communities. Obviously, the stakes in the real world are much higher, but the evidence shows that experienced gaming leaders are ideally suited to manage in the new business world. How long will it be until organizations realize this untapped potential and we see gaming credentials on job applications, or new flexible leadership structures in place.

2.6 Effects of communication on Resource Mobilization

According to Harper and Caroline (2001) in implementing its program, Non Governmental organization rely on communication activities to mobilize the support of the intended beneficiaries of the programs and to also mobilize the required resources. Hence communication is a critical instrument for directly influencing audiences such as stakeholder, service providers or community leaders. White and Mazur (1995)

communication focuses on shaping the public perception and debate about the programs and their implementation. Communication professionals in the NGOs sector mostly works with the staff of the media such as: journalists, editors and producers of information broadcast and print media, intends to bring important issues to light, identify responsibility and propose solutions, and put pressure on decision-makers to act, and may not directly craft the media message and commission coverage but rather relies on the goodwill of media gatekeepers to provide adequate content and coverage towards building a favorable public opinion on the organization programs.

Communication involves two-way interaction between an organization and its public. It requires listening to the constituencies on which an organization depends as well as analyzing and understanding the attitudes and behaviors of those audiences. Communication activities function to educate certain audiences about many things relevant to the organization—including the operations environment in general, new products/service, and how to use a particular product—as well as to overcome misconceptions and prejudices. (Shadle, et al 1998) indicated that in the NGOs' world Communication strategy often give existing programs and service a boost by creating or renewing visibility. It can interest the media in familiar programs and services in a number of ways, including holding seminars for journalists, staging a special media day, and supplying the media with printed materials ranging from "backgrounders" (in-depth news releases) to booklets and brochures. Changes in existing programs offer additional communication opportunities to focus stakeholders' attention. Effective communication activities can help to properly position a program and overcome negative perceptions on the part of the general public.

Essentially it is a function that focuses on two-way communication and fostering of mutually beneficial relationships between an organization and its publics. Stacks, Botan and Turk (1999) in carrying out this functions communication uses various activities such as publicity, events sponsorship, trade shows/exhibition, developing and distribution of brochures, newsletters, flyers and posters, give-a ways; community relations among other activities. Stakeholders are those groups of people, internally and externally with

whom the organization communicates with. They have actual and potential interest in or impact on the activities of the organization and its ability to achieve its objectives. The publics mainly refer to the secondary or indirect groups as distinct from the primary actors like customers and competitors .the organization publics include the community, potential employees, employees, suppliers of service and material, investors distributors, consumers, opinion leaders, trade unions, the media among others (Nowak, Phelps and et al 1994).

To communicate with these stakeholders, both before and after management decisions are made, so that the organization can build and maintain good, long-term relationships with them (Grunig and Grunig, 2002). Excellent communication units do not under-emphasize the traditional technical skills of such as writing and preparing materials for the media and publications, writing speeches, working with the media or developing audio-visual materials and websites. Communication departments must serve a managerial role as well as a technical role in their organizations. Grunig model permit communication to understand how media coverage interacts with advertising, promotions and other forms of marketing communications to affect awareness, brand loyalty and sales (Weiner 2000).

They have always known that communications - in the form of trade and business media Relations, case histories, thought-leadership campaigns and industry conferences deals effectively with hard news and detailed information. What is new, however, is the emerging power of communication to drive the operation machine, especially when the core message is value (Shadle, et al, 1998). Grunig and Hunt (2002) suggested a useful way of looking at communication history. They suggested the four models of communicational relationships with the Public: press a gentry/publicity model, Public information model, two- way asymmetrical model and two-way symmetrical communication. The press a gentry/publicity model is the kind of activity that people associate with communication. The aim of this type of model is to secure coverage for a client.

Two-way asymmetric communications introduce the idea of two way communication, but only asymmetrically because the intended change is in the audience's attitudes rather than the organization's practices. Two-way symmetrical communication is more equal communication, where each part is willing to alter their behavior (Theaker 2001). He notes that what is new, however, is the emerging power of communication to drive the marketing communications machine, especially when the core message is value. Smart marketers will examine how their competitors publicize their accomplishments, what messages they deliver, which statistics they cite and which influences advocate their positions - and then incorporate that information into their communication strategy.

Moncur (2006) argue that communication involves two-way communication between an organization and its public. It requires listening to the constituencies on which an organization depends as well as analyzing and understanding the attitudes and behaviors of those audiences. NGOs undertake campaigns and advocacy to demand: Effective involvement of civil society and women in the implementation of the project on civil society involvement and participation

Bettinghaus and Cody (1994) commented that the aim of the communication and advocacy strategy with key donors for member agencies will be to improve mutual understanding and ability to develop effective programs and select meaningful measures and methods for monitoring and evaluation seek to create opportunities to open dialogue and discussion as a community with various stakeholders in order to improve mutual understanding and overcome constraints in the current environment. Behavior change is a process and not an event; individuals vary in levels of motivation or readiness to change. People at different points in the process of change can benefit from different interventions, matched to their stage at the time. It is therefore important to segment the audience accordingly, and to consider the programme in its entirety rather than as a one-time event.

Sikkink and Kathryn (2000) said that media advocacy is a part of a strategy to exert pressure on those whose decisions influence an environment. It uses the mass media

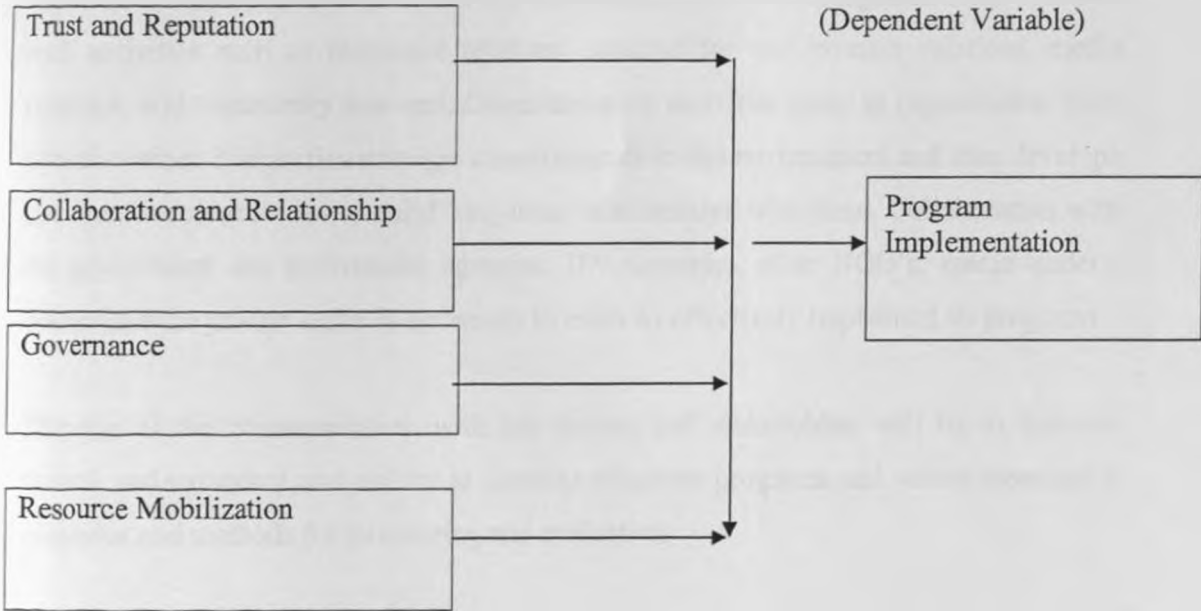
appropriately, aggressively, and effectively to support the development of public...policies. “ . Media advocacy and Entertainment-Education share the perspective that, because the media are the main source of information about population and reproductive health issues, communication interventions need to focus on the media. Advocacy requires the mobilization of resources and groups in support of certain issues and policies to change public opinion. Wallack, Dorfman, Jernigan and Themba (1993) indicated that media advocacy is the strategic use of mass media to advance the agenda on social or public policy initiatives. Communication professionals mostly works with the news staff of the media such as: journalists, editors and producers of information broadcast and print media, in order to bring important issues to light, identify responsibility and propose solutions.

2.7 Conceptual framework

The figure below shows the relationship between the independent variables and the dependent variables

Fig 1.1 Conceptual Framework

(Independent Variables)



Source: Author (2010)

2.7.1 Trust and Reputation

Trust and reputation are the most fundamental issues surrounding NGOs operations and their implementations of the programs. Communication is the basis for maintaining and even strengthening donors, stakeholders and employees trust and reputation in the organization and the programs it implements.

Communication is important at not only developing trust but also sustaining it in an increasingly diverse environment, and in responding to the demands of empowered stakeholders. And at the broader societal level, it facilitates organizations to achieve integration and transparency in the implementation of programs. Communication touch on the standards of program management, its financial management systems, how

transparency is managed, its systems and rules of implementation, the quality of the services it creates and delivers to the public, and the way the organization interacts with its communities and with global society at large.

2.7.2 Collaborations and Relationships

Communication activities create relationship with the most important constituents of the organization who are critical in the implementation of NGOs programs. This involves such activities such as employee relations, stockholder and investor relations, media relations, and community relations. Communication activities make an organization more effective when it identifies strategic constituencies in the environment and then develops communication activities to build long-term relationships with them. Collaboration with the government and government agencies, UN Agencies, other NGO's, media leaders, donors and the private sector is necessary in order to effectively implement its programs.

The aim of the communication with key donors and stakeholders will be to improve mutual understanding and ability to develop effective programs and select meaningful measures and methods for monitoring and evaluation.

2.7.3 Governance

Communication professionals participate in the organization and program governance processes by sitting in management decision making bodies and counseling other managers participating in that process about the consequences of potential decisions and activities for the stakeholders. In effect, they bring the voices of the stakeholders into organization and program Governance structures by researching and listening to the stakeholders before decisions are made. Communication makes Non Governmental organization transparent and accountable in the eyes of its stakeholders.

2.7.4 Resource Mobilization

In implementing its program, Non Governmental organization rely on communication strategy to mobilize the support of the intended beneficiaries of the programs and to also mobilize the required resources. Hence communication is a critical instrument for directly

influencing audiences such as stakeholder, service providers or community leaders. Communication focuses on shaping the public perception and debate about the programs and their implementation

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter involves the methods the researcher used to collect the data for the study. These include research design, target population, sampling design, data collection instruments, data collection procedure and data analysis procedure.

3.2 Research design

This was a case study. The design was preferred because it involved answering questions such as who, how, what which, when and how much. It also entailed complete description of the situation, thus limiting the level of biasness in the collection of data and an eventual reduction of errors in interpreting the data collected.

According to Kerlinger (1986) “research design is the plan and structure of investigation so conceived so as to obtain answers to research questions. The plan is the overall program of the research and includes an outline of what the investigator will do from writing of the hypothesis and their operational implications for the final analysis of data. Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

3.3 Target Population

The target population was 50 employees of AMREF of different cadres based in the headquarters in Nairobi. The population is as summarized in the table below

Table 3.1 Target population

Population Category	Population Frequency	Percentage
Management	10	20
Communication staff	15	30
Programme officers	25	50
Total	50	100

Source author: (2010)

3.4 Sampling procedure

Sampling is the process of selecting units (people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen.

The researcher used stratified random sampling. In stratified random sampling the population is divided into a number of parts according to characteristics chosen to be related to the major variables being studied. For this survey, the variable of interest is the effect of communication on program implementation. In this case the survey used three strata. i.e employees in the management, communication and program officers.

Table 3.2 sample size

Population category	Population frequency	Sample size	Percentage
Management	10	5	14.28%
Communication staff	15	10	28.57%
Programme officers	25	20	57.14%
Total	50	35	100

Source author (2010)

3.5 methods of Data Collection

Quantitative and Qualitative Data collection methods

The Quantitative data collection methods rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare, and generalize.

Quantitative research is concerned with testing hypotheses derived from theory and/or being able to estimate the size of a phenomenon of interest. Depending on the research question, participants will be randomly assigned to different undertakings. If this is not feasible, I will collect data from the various participants in order to statistically control their influence on the dependent, or outcome, variable. My intent will be to subject the research participants to a larger population.

Qualitative data collection methods play an important role in impact evaluation by providing information useful to understand the processes behind observed results and assess changes in people's perceptions of their well-being. Furthermore qualitative methods can be used to improve the quality of survey-based quantitative evaluations by

helping generate evaluation hypothesis; strengthening the design of survey questionnaires and expanding or clarifying quantitative evaluation findings

In my research both qualitative and quantitative data were utilized in this study. Questionnaires were used to collect data from the respondents.

3.6 Validity and Reliability of data instruments

For the purpose of reliability and validity of instruments a pilot study involving 5 employees in the head office who are not part of the sample was done. The results of the pilot study was discussed with the respondents and adjustments made accordingly.

3.7 Summary

AMREF is an international African organization headquartered in Nairobi, Kenya. AMREF's mission is to ensure that every African can enjoy the right to good health by helping to create vibrant networks of informed communities that work with empowered health care providers in strong health systems. AMREF has 50 years' experience in health development. AMREF implements its projects through country programmes in Kenya, Ethiopia, Uganda, Tanzania, Southern Sudan and South Africa. Training and consulting support are provided to an additional 30 African countries. Knowledge is a core product of AMREF's activities. AMREF implements projects to learn, and shares this evidence-based knowledge with others to advocate for changes in health policy and practice. Based on the belief that health is a basic human right, AMREF seeks to empower communities to take control of their health and to establish a vibrant and participatory health care system made up of communities, health workers and governments. AMREF's vision is **Better Health for Africa**.

This chapter identified the case study as the methodology for conducting the research, and provides the justification for utilizing that methodology. The specific procedures utilized in the research were also identified. The results of the research and the analysis of the research data are presented in chapter 4.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

After collecting data from the respondents, the data was edited, classified, coded and tabulated. The data analysis was based on the research objectives and questionnaire items which were analyzed using statistical tools like pie charts, frequency distribution tables and graphs and the results of the analysis presented.

Table 4.1 Response rate

Population category	Frequency	Percentage
Responded	30	86
Did not respond	5	14
Total	35	100

Source: Author (2010)

The table above shows the total number of the respondents who responded and those who did not responded. The total number of the questionnaires that were distributed to the field was 35, and out of 35 questionnaires, 30 questionnaires were returned fully answered which represent 86% of the total questionnaires that were administered to the field. While 5 questionnaires which represent 14% were returned unanswered. From the study it can be concluded that the response rate was good.

Table 4.2 Gender Analysis

Population category	Frequency	Percentage
Male	15	50
Female	15	50
Total	30	100

Source: author (2010)

According to the above table the total number of males who responded was 50% while females were also 50%. From the study it can be concluded that the number of males and females were equal.

Table 4.3 Age

Population category	Frequency	Percentage
18-25	5	17
26-35	10	33
36-40	6	20
41-44	3	10
45-50	4	13
50 and above	2	7
Total	30	100

Source: Author (2010)

According to the table above 33% of the respondents were between the ages 26-35 20% were between the ages of 36-40, 17% were between 18-26 while 13% and 10% were between the ages of 45- 50 and 41-45 while 7% were 50 and above respectively. Based

on the study it can be inferred that majority of the respondents were between the age of 26-35.

Table 4.4 Highest Level of Education

Population category	Frequency	Percentage
Secondary	3	10
College	12	40
University	13	43
Others	2	7
Total	30	100

Source: Author (2010)

The study above shows the level of education of various respondents. According to the figure, most of the respondents were university graduates with the percentage of 43% while college, secondary and others had a percentage of 40%, 10% and 7% respectively. From the study it can be deduced that the majority of the respondents had were university graduates.

Table 4.5 Period worked in AMREF

Population category	Frequency	Percentage
0-2 years	5	16
3-5 Years	10	33
6-8 Years	8	27
9-11	4	13
12 and above	3	10
Total	30	100

Source: Author (2010)

The study above shows the number of years that various respondents have worked in the organization. 33% said that they been in the organization for a period of 3-5 years while 27% stated that they have been in the organization for a period of 6-8 years and From the study 16% of the total respondents indicated that they have in the organization for a period of 0-2 years, 13% and 10% indicated that they have been in the organization for 9-11 years and 12 and above years respectively. Based on the study it can be concluded that the majority of the respondents have worked in the organization for a period of 26-35 years

Table 4.6 Effect of Communication on Organization Reputation

Population category	Frequency	Percentage
Yes	20	67
No	10	33
Total	30	100

Source author (2010)

The table above shows the views of the respondents on the effect of communication on organization reputation. Based on the study 67% of the total respondents indicated that communication affect organization reputation while 33% of the total respondents stated

that communication does not affect organization reputation.. From the study it can be deduced that communication affects organization reputation.

Table 4.7 Rate of the organization reputation

Population category	Frequency	Percentage
Excellent	5	17
Good	4	13
Fair	15	50
Poor	6	20
Total	30	100

Source: Author (2010)

The study above shows rate of organization reputation. According to the study 17% stated that the rate of reputation is excellent, 13% indicated that the reputation rate is good, 50% stated that the reputation is fair while 20% felt that the rate of reputation is poor. From the study it can be deduced that the rate of organization reputation is fair.

4.3.6 Relationship

Table 4.8 Effect communication on relationship and collaborations in African Medical Research Foundation

Population category	Frequency	Percentage
Yes	18	60
No	12	40
Total	30	100

Source: Author (2010)

The table above shows the views of the respondents on the effect of communication on relationship. Based on the study 60% of the total respondents indicated that communication affects collaboration while 40% of the total respondents stated that communication does not affect relationship. From the study it can be deduced that communication affects relationship.

Table 4.9 Extent to which communication affects relationships and collaborations in African Medical Research Foundation

Population category	Frequency	Percentage
Very high	10	40
High	10	40
Low	5	20
Total	25	100

Source: Author (2010)

The study above shows the extent of the effect of communication on collaborations in African Medical Research Foundation. Based on the study 40% of the total respondents

indicated that the effect is very high, 40% stated that the effect is high while 20% said that the effect is low.

4.3.7 Governance

Table 4.10 Effect of communication on governance in AMREF

Population category	Frequency	Percentage
Yes	25	83
No	5	17
Total	30	100

Source author (2010)

The table above shows the views of the respondents on the effect of communication on governance. Based on the study 67% of the total respondents indicated that communication affects governance while 33% of the total respondents stated that communication does not affect governance. From the study it can be deduced that communication affects governance.

4.3.8 Resource Mobilization

Table 4.11 Effect of communication on resource mobilization in African Medical Research Foundation

Population category	Frequency	Percentage
Yes	22	73
No	8	27
Total	30	100

Source: Author (2010)

The table above shows the views of the respondents on the effect of communication on resource mobilization. Based on the study 67% of the total respondents indicated that communication affect resource mobilization while 33% of the total respondents stated

that communication does not affect resource mobilization. From the study it can be deduced that communication affects resource mobilization.

4.4 Qualitative Analysis

The majority of respondents indicated that communication is the basis for maintaining and even strengthening donors, stakeholders and employees trust and reputation in the organization and the programs it implements. Communication is important not only in developing trust but also sustaining it in an increasingly diverse environment, and in responding to the demands of empowered stakeholders. Communication touch on the standards of program management, its financial management systems, how transparency is managed, its systems and rules of implementation, the quality of the services it creates and delivers to the public, and the way the organization interacts with its communities and with global society at large.

Most of the respondents stated that communication activities create relationship with the most important constituents of the organization who are critical in the implementation of NGOs programs. This involves such activities such as employee relations, stakeholder and investor relations, media relations, and community relations. Communication activities make an organization more effective when it identifies strategic constituencies in the environment and then develops communication activities to build long-term relationships with them. The aim of the communication with key donors and stakeholders will be to improve mutual understanding and ability to develop effective programs and select meaningful measures and methods for monitoring and evaluation.

The majority of respondents stated that communication professionals participate in the organization and program governance processes by sitting in management decision making bodies and counseling other managers participating in that process about the consequences of potential decisions and activities for the stakeholders. In effect, they bring the voices of the stakeholders into organization and program Governance structures by researching and listening to the stakeholders before decisions are made.

Communication makes Non Governmental organization transparent and accountable in the eyes of its stakeholders.

Most of the respondents said that in implementing its program, Non Governmental organization rely on communication to mobilize the support of the intended beneficiaries of the programs and to also mobilize the required resources. Hence communication is a critical instrument for directly influencing audiences such as stakeholder, service providers or community leaders. Communication focuses on shaping the public perception and debate about the programs and their implementation

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the answers to the research questionnaires derived from the study. It also concludes the study and covers the summary of the findings and recommendations.

5.2 Summary of the findings

The research study found out that communication is critical in leveraging the attitudes and values of today's workforce and the imperative of innovation in implementation of programs. The people project needs to attract today – as employees, clients or partners – will not accept old-fashioned, hierarchical cultures and management approaches. Communications has assumed a leadership role in stepping up to the challenge of owning and directing organization trust and reputation. As the corporate function with the responsibility of building relationships across multiple constituencies, it is uniquely positioned to become the focal point of organizational trust. It facilitates the organization to empower its resources to communicate with one another, to make decisions and to act on their own ideas and opportunities.

The study established that the aim of the communication with key donors and stakeholders will be to improve mutual understanding and ability to develop effective programs and select meaningful measures and methods for monitoring and evaluation. Communication seeks to create opportunities to open dialogue and discussion as a community with various stakeholders in order to improve mutual understanding and overcome constraints in the current environment. Current constraints in the expectations, formats, and procedures of some of our funding partners include: A lack of fit between our programs and expected methods, indicators, and time frames for evaluation.

The research study revealed that communication is more accountable and more measurable than ever before, communication now plays a strategic role in identifying, responding to and even creating trends, crafting the appropriate messages, providing sophisticated targeting methods to reach the broadest range of audiences from national populations to one key influencer. Communication makes an organization more effective when it identifies strategic constituencies in the environment and then develops communication programs to build long-term, trusting relationships with them. Participation in strategic management provides the integrating link for Public Relations to enhance organizational effectiveness.

The study found out that communication professionals in the NGOs sector mostly works with the staff of the media such as: journalists, editors and producers of information broadcast and print media, intends to bring important issues to light, identify responsibility and propose solutions, and put pressure on decision-makers to act, and may not directly craft the media message and commission coverage but rather relies on the goodwill of media gatekeepers to provide adequate content and coverage towards building a favorable public opinion on the organization programs.

5.3 Answers to Research Questionnaires

5.3.1 How does communication affect organization reputation in NGOs?

The majority of respondents 67% indicated that communication is the basis for maintaining and even strengthening donors, stakeholders and employees trust and reputation in the organization and the programs it implements. Communication is important not only in developing trust but also sustaining it in an increasingly diverse environment, and in responding to the demands of empowered stakeholders. Communication touch on the standards of program management, its financial management systems, how transparency is managed, its systems and rules of implementation, the quality of the services it creates and delivers to the public, and the way the organization interacts with its communities and with global society at large.

5.3.1 How does communication affect relationship in NGOs?

Most of the respondents 60% stated that communication activities create relationship with the most important constituents of the organization who are critical in the implementation of NGOs programs. This involves such activities such as employee relations, stockholder and investor relations, media relations, and community relations. Communication activities make an organization more effective when it identifies strategic constituencies in the environment and then develops communication activities to build long-term relationships with them. The aim of the communication with key donors and stakeholders will be to improve mutual understanding and ability to develop effective programs and select meaningful measures and methods for monitoring and evaluation.

5.3.1 How does communication affect governance in NGOs?

The majority of respondents 83% stated that communication professionals participate in the organization and program governance processes by sitting in management decision making bodies and counseling other managers participating in that process about the consequences of potential decisions and activities for the stakeholders. In effect, they bring the voices of the stakeholders into organization and program Governance structures by researching and listening to the stakeholders before decisions are made. Communication makes Non Governmental organization transparent and accountable in the eyes of its stakeholders.

5.3.1 How does communication affect resource mobilization in NGOs?

Most of the respondents 73% said that in implementing its program, Non Governmental organization rely on communication strategy to mobilize the support of the intended beneficiaries of the programs and to also mobilize the required resources. Hence communication is a critical instrument for directly influencing audiences such as stakeholder, service providers or community leaders. Communication focuses on shaping the public perception and debate about the programs and their implementation

5.4 Achievements

The results from the study have clearly confirms that there is an overwhelming effect of communication on organization reputation, relationship, resource mobilization and governance and decision making which affect program implementation in NGOs.

5.5 Recommendations

The organization must adhere to the practices that consistently and reliably produce decisions that the rest of the institutions approve and respect. To acquire a reputation that is positive, enduring, and resilient requires managers to invest heavily in building and maintaining good relationships with their institution's constituents.

The organizations must listen to the constituencies on which an organization depends as well as analyzing and understanding the attitudes and behaviors of those audiences. Communication often gives existing products, service and opinion a boost by creating or renewing visibility. It can interest the media in familiar products, services and or opinions in a number of ways, including holding seminars for journalists, staging a special media day, and supplying the media with printed materials ranging from "backgrounders" (in-depth news releases) to booklets and brochures.

The organizations must create relationship/ partnership with the most important constituents of the organization. This involves such activities such as employee relations, stockholder and investor relations, media relations, and community relations. Public Relations activities make an organization more effective when it identifies strategic constituencies in the environment and then develops communication programs to build long-term, trusting relationships with them.

5.6 Suggestion for further research

The research was limited to the effects of communication on program implementation in NGOs with specific reference to African Medical Research Foundation. However there is need for further research on the role of each of the specific variables such trust and the

collaborations and relationships with the intention of determining their contribution to the effective and competitive Non Governmental Organizations.

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APPENDIX. 1 QUESTIONNAIRES FOR RESPONDENTS

RESPONDENTS' PROFILE

1) Position in AMREF _____

2) Number of years worked in AMREF

Less than one year

1-3 years

4-6 years

Over 7 years

3) How does effective communication contribute to program implementation in AMREF?

4) What is the impact communication on the following variables on program implementation in AMREF?

Strategy	Affects	No effect
Resource mobilization		
Collaborations and Relationships		
Governance		
Trust and Reputation		

