

# Effective Project Communication and Successful Consortia Engagements

Alex Magezi<sup>1</sup>, Ernest Abaho<sup>2</sup>, John Bosco Kakooza<sup>3</sup>

<sup>1</sup>War Child Holland

<sup>2</sup>Makerere University Business School

<sup>3</sup>Makerere University Business School

**Abstract:-** The study examined the relationships between project communication planning, project information distribution, project progress reports and consortia engagements. Also, the study investigated how different organizations can successfully engage in consortia. A sample of 70 out of 86 NGOs in central, South West and West Nile Uganda, were selected using Krejci and Morgan (1970). A cross-sectional survey was used. The study established: 1) 24.9% (Adjusted R<sup>2</sup> = 0.249) changes in consortia engagements are explained by effective project communication; 2) there is a moderate positive correlation between project communication planning and consortia engagements; 3) there is a strong positive correlation between project information distribution and consortia engagements; 4) there is a strong positive correlation between Project progress reporting and consortia engagements; 5) there is a moderate positive correlation between project communication planning and project information distribution; there is a strong positive correlation between project communication planning and Project progress reporting. Furthermore, project progress reporting (Beta=0.299, P<.05), project communication planning (Beta=0.214, P<.05) and project information distribution (Beta=0.16.3, P<.05) were found significant predictors of successful consortia engagements. Therefore, organizations need to and are also recommended to ensure effective project communication if they are to successfully engage in consortia. The study was conducted in humanitarian projects hence the findings may be used in other non-humanitarian projects. The study deepens our understanding of effective project communication and creating successful consortia engagements.

**Keywords:-** Project-Communication-Planning; Consortium-Projects; Project-Information-Distribution; Project-Progress-Reporting.

## I. INTRODUCTION

Communication refers to the process of making sure that information and meaning are conveyed between the sender and the receiver using the appropriate communication channels (Bovee & Thill, 2010). In an organizational setup, communication is fundamental, for instance in helping the communicator to achieve his/ her goal and objectives (Bovee & Thill, 2010; Balunywa, 2007;

Hassan, 2018). In a project set-up, project communication is generally looked at as the proper and timely delivery of important project information to project stakeholders (Zeik & Anderson, 2015). Although, for project communication to be effective, project communication planning needs to cater for project information distribution and project progress reports, by clearly stretching out project information distribution methods and tools as well as, not ignoring how often project progress reporting should be carried out (Lewis 2005; PMI, 2008). Effective project communication stands out to be very important in a consortium engagement (Sinha, 2016). It enables project activities, tasks and roles to be easily understood by the project team (Ramsing, 2009). Furthermore, a project's death or life is dependent on how information flows (Lewis, 2015). However, it should be noted that consortia management structures and procedures are designed and set up to implement a project or several projects (Christian, 2015). Also, the effectiveness of project communication within a consortium itself and with the outside consortium stakeholders, predicts the success of the entire consortium project (Sinha, 2016). This is also still by enabling the consortium project activities and tasks to be understood by the project team (Ramsing, 2009; Hargie, 2016; Kirinde, 2016; Perkins 2018).

Organizations are using consortia implementation strategies to implement their projects (Carter, 2017). A consortium is a contractual collaboration or integration of many actors (individuals, institutions, otherwise), to form a new unit, with a defined structure and governance for the joint realization of a project or purpose (Carter, 2017; Osso & Machuki, 2019). However, for consortium engagements to be considered successful, the Key performance indicator of effective project communication has to be met (Association for Collaborative Leadership, 2020). A consortium engagement enables greater project success (Gershenfeld, et al., 2017). Ignoring consortia engagements and perusing some certain types of projects alone is discouraged, as it can be fatal (Gershenfeld, et al., 2017). Similarly, avoidance of duplication of efforts and leveraging on each other's capabilities are some of the benefits of using a project consortium implementation strategy (Kirinde, 2016; Preston, 2018). However, for a consortium project implementation strategy to be satisfactory to all stakeholders, it needs to have good project communication, in place (European Commission, 2012). Effective project reporting leads to successful consortia engagements, by ensuring good consortium reporting (Alliance, 2015;

Hargrove et al, 2014; Makower, 2011). Also, good project communication channels are essential for the successfulness of a consortium engagement, by making relevant information available to all relevant stakeholders (Sinha, 2016).

The number of Non-Governmental Organisations (NGOs) embracing consortia engagements is at an increase (Sinha, 2016). However, NGOs face challenges while using the consortia project implementation strategy (Macharia, 2016). The study looked at the example of the poorly implemented Pioneer consortium project, to represent other consortia projects. There were a lot of communication inefficiencies during the implementation: Health care providers failed to consistently communicate the reasons for carrying out the Rapid Diagnostic Tests (RDTs); patients appeared to value the testing but were frustrated by lack of communication on the testing outcomes; RDT patients were dissatisfied by the absence of information on an alternative diagnosis; patients also expressed uncertainty around the adequacy of the proposed treatment and then, patient-provider communications were also complicated by linguistic issues as key project words could be used interchangeably, yet they had different meanings (Altara, Nuwa, Agaba, Streat, Tibenderana, Martin, & Strachan, 2016). Inaddition, OXFAM (2012) criticized the implementation of the project. These gaps in project communication planning, project information distribution, Project progress reports, contribute to unsuccessful consortia engagements. The study, therefore addressed the gaps of ineffective project communication by organizations as they engage in consortia arrangements.

### 1.1 Statement of the problem

Consortia engagements by organizations are increasingly getting attention (Carter, 2017), These

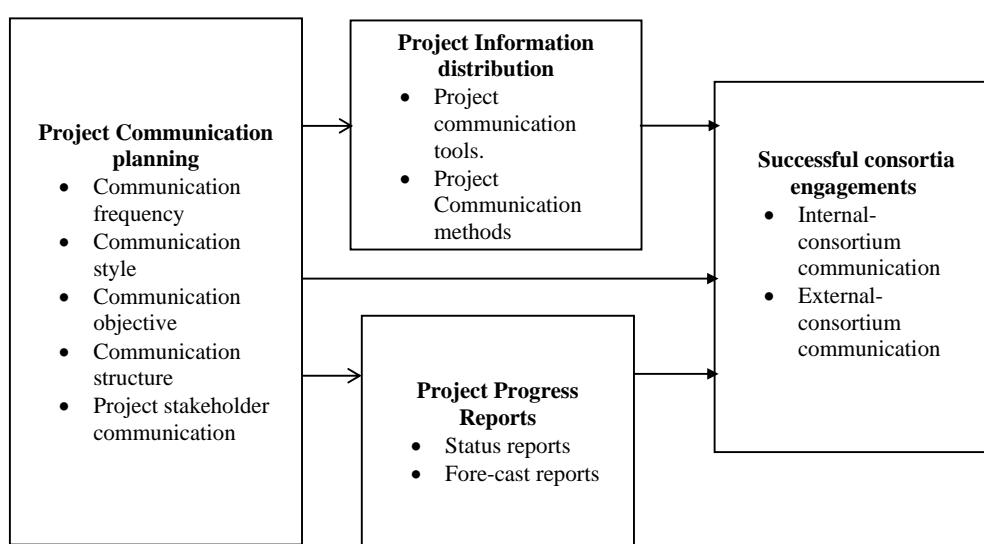
engagements have benefits like avoiding duplication of efforts (Preston, 2018). The European Commission (2012) revealed that, for a consortium project to be satisfactory to all parties engaged in it, it needs good communication. For a consortium engagement to be considered successful, the Key performance indicator of effective project communication has to be met (Association for Collaborative Leadership, 2020).

However, these consortia engagements are not always successful, instead are therefore faced with many challenges. There is lack of clear guidelines (Osso & Machuki, 2019). Simlary, many NGOs engaged in consortium projects in Uganda, are faced with ineffective project communication. Many consortium partners try communicating directly with the key stakeholders without using the agreed project communication channels and methods. Barr, Fatchamps and Owens (2003) report, NGOs in Uganda fail to meet the required reporting standards by delaying on their reporting duties, etc. This is worsened by the use of poor project information distribution methods and tools. The study brought to light the gap of project ineffectiveness in consortia engagements. Therefore, the study examined the relationship between effective project communication and successful consortia engagements.

### 1.2 Objectives of the study

To determine the relationship between: project communication planning and successful consortia engagements; Project communication planning and project information distribution; project communication planning and project progress reports; project information distribution and successful consortia engagements; Project progress reports and successful consortia engagements.

*Figure 1. Conceptual framework*



*Source: Developed with regard to the works of PMI (2008), Lewis (2005) and Sinha (2016)*

### 1.3 Description of the model

According to the conceptual model, combining project communication planning, project information distribution and project progress reports create effective project communication. Project information distribution and Project progress reports are the intermediating variables. Then, successful consortia engagements is the dependent variable.

## II. LITERATURE REVIEW

### 2.1 Communication

Communication, in general, is the process of making sure that information and meaning are conveyed between the sender and the receiver, through a combination of one or more channels, which are either written, oral, visual or electronic. As put forward by Balunywa (2007) and Bovee & Thill (2010), in business or any form of an organizational setup, communication is very fundamental in: strengthening decision making; fastening problem-solving; giving earlier warning to challenges/problems; strengthening relationships; helping in better crafting marketing messages; improving professional images for employees and organizations; creating greater employee engagement with their work and also creating better financial and return for investors (Bovee & Thill, 2010). Also, communication helps organizations to archive their goals and objectives (Hassan, 2018). For example, this is by bringing good work relationships, which then results in improved morale, productivity and efficiency (Queensland Government, 2016).

The study got support from the uncertainty and complexity theories. The uncertainty theory explains the relationship that exists amongst the parties and the entry, personal and exit phases. Whereas, the theory of complexity as put forward by Anderson (1999), explains the interactional dynamism in the business environment.

### 2.1.2 Communication in Projects

Project communication is generally looked at as the proper and timely delivery of important project information (Zeik & Anderson, 2015). Zeik and Anderson (2015), further put forward, project communication affects the content, direction and the overall outcome of the entire project. Communication forms the heart of project implementation (Taleb, Ismail, Wahab, Rani, & Amat, 2019). Communication has been proven to be very essential for project success, as information and communication are the life of a project since through effective communication, project activities and tasks are understood by the project team (Ramsing, 2009). Therefore, communication is directly related to high project performance (Perkins, 2014). However, Project communication is considered effective if the receiver reacts in the way expected and intended by the sender (Nagoli et al, 2013). Besides that communication is also among key determinants of success of a consortium engagement by brining the gap that exists between the various stakeholders engaged in a consortium (Sinha, 2016).

## 2.3 Description of the variables

### 2.3.1 Project communication planning

Planning is a combination of seeing the future, goal setting and developing various sets of actions to achieve goals (Balunywa, 2007). Project Communications planning as the process of determining project stakeholders, their information needs and then coming up with a communication approach (Project Management Institute, 2008).

It is noted, project communication planning is of great importance: how project communication that takes place during project implementation is defined in a project communication plan (Kirinde, 2016); communication planning makes project communication effective (Project Management Institute, 2008); Project communication planning helps in ensuring project success (World Bank Group, 2008); project communication planning ensures quality communication in a project (Cassidy & Ball , 2018). Besides, Improper project communication planning brings about challenges (Project Management Institute, 2008): delays in having information delivered; exposing sensitive information to the wrong audience or completely having zero-project communication with some or all of the required stakeholders. In addition, a project fails or gets damaged if communication planning is not integrated into each stage of project design and implementation (World Bank Group, 2008).

However, a project communication plan needs to be effective (Rajkumar, 2010). Firstly stakeholder identification as well as their communication needs are very key. (Kirinde, 2016; Lewis, 2005; Larson & Gray, 2011). Complicating the communication plan or coming up with a very long document, is not good (Cassidy & Ball , 2018). Lewis (2005) and the project management institute (2008) have put forward an equation to predict the communications channels.

$$C=N(N-1)/2$$

Where **N** stands for the number of stakeholders. In case, a project has got 10 stakeholders, **10(10-1)/2=45** potential communication channels. This equation, therefore, helps in determining who will communicate and with whom and who gets to receive what information (PMI, 2008). Therefore, project communication planning caters for project information distribution and Project progress reports (Lewis, 2005; PMI, 2008).

### 2.4.2 Project progress reports

Reports have been looked at as accounts in a written form, for communicating certain aspects (Bovee & Thill, 2010). In addition, information reports offer the present, data, facts, feedback and any other information types whereas analytical reports, contain information, analysis and sometimes recommendations (Bovee & Thill, 2010).

Project progress reports involves communicating up with and distributing documents and exhibits as well as, showing the status of a project at any given point in time (Lewis, 2005). Progress reporting is a process that includes; periodic collection, analysis of baseline versus the actual data, status reporting and forecasting, (Lewis, 2005; PMI, 2008). Chilmeran (2017) also adds, in project progress reports , there is a constant watch out for any deviations from the project baseline. Project progress reporting is advantageous in a way that, it helps to detect project deviations from the baseline (Chilmeran, 20017). These deviations when not given attention, they can bring about project failure (Lewis, 2005). Lewis, 2005). In addition, progress reports can as well be used to measure costs and schedule and any other project activities (Lewis, 2015). However, Lewis (2015) still puts forward, deviations in terms of schedule, cost, quality and safety, when not given careful attention could bring about project failure. However, the project progress reporting includes of processes like; status reporting, and forecasting (Lewis, 2005; Chilmeran, 2017).

### **Status reports**

This mainly contains where the project is standing currently (Sharma, 2018). A project status report (PSR) a powerful project management tool. It is paramount and helps project decision-makers and project executives in coming up with informed decisions (Chilmeran, 2017). To add on, such decisions help getting more favorable project outcomes (Chilmeran, 2017).

### **Fore-cast reports**

This on the other hand looks at what is expected to be done in the coming period of the project (Sharma, 2018). In case new project issues coming up, corrective approaches and measures are designed for such issues (Chilmeran, 2017).

### **2.4.3 Project Information distribution**

The process of making sure that all relevant information is available to the project stakeholders, is project information distribution (PMI, 2008). However, the information has to be in proper format and timely (Lewis, 2005). Okalang (2013) still puts forward, timely disclosure of project information enhances project performance. Project information distribution helps to update project stakeholders of project activities and other project events (Lewis, 2005). Therefore, information has gotten zero value unless the appropriate individuals and organizations receive it (Lewis, 2005).

### **Information distribution methods and tools**

Project information distribution goes beyond meetings and knowledge teams (Ramsing, 2009). There are several ways in which project information is distributed as Lewis (2005) has pointed out a few conventional ones. These are meetings, grapevine, documentation distribution (either electronic or hard copy), email, project intranet and so many others. In the study of project communication in a strategic internal perspective, Ramsing (2009) put forward, email communications are now viewed as a great part of

interpersonal project communication, due to their frequency in formal or informal communication.

### **2.4.4 Consortia engagements**

A consortium is defined as a contractual collaboration or integration of many actors (individuals, institutions, otherwise), to form a new unit, with a defined structure and governance for a joint realization of a project or purpose (Carter, 2017; Walther, 2015; Millan, Lidija, & Vedran, 2014; Hargrove, 2014; Osso & Machuki, 2019). Consortia engagements offer many advantages. Complex projects are better implemented with consortia engagements (Wedekind & Philbin, 2018). More strikingly, ignoring consortia engagements and perusing some certain types of projects alone is discouraged, as it can be fatal (Gershenfeld, et al., 2017). Simillary, successful consortia engagements help in speed up accomplishments that individual members cannot do alone (Gershenfeld, et al., 2017).

Even though consortia are on a rise (Sinha, 2016), there is need for effective communication, if it is to be satisfactory to all parties engaged in it (European Commission, 2012). Sinha (2016) still adds, how well a consortium communicates internally and externally to the stakeholders is a major success determinant of consortia engagement. Therefore, effective communication is still among the things that stand out in a consortium engagement (Sinha, 2016).

On the other side, to make consortia engagements effective and successful, calls for good communication practices. The consortium communication action plan guides and controls internal and external consortium communications (Pegaso, 2013). Work shops (Wordl Bank Group, 2010), meetings (Mukute , Colvin, & Baloi, 2017), effective information distribution (Hagroove, Hill, Brown, Miles, & Crosby, 2014) and good project reporting (Spithoff, 2016) are some of the practices that help in creating successful consortia engagements.

## **2.5 Relationships between the variables**

### **2.5.1 Project communication planning and Project progress reports**

As proven in prior studies, a project's success is very much reliant on how project communication is handled (Hargie, 2016; Larson & Gray, 2011; Ramsing, 2009; Rajmumar 2010). However, project communication cannot be effective without a project communication plan (PMI, 2008; Lewis, 2005). Also, if project project progress reports are to be used for project controll and management, their timely avialability and presentation need to have been earlier planned in project communication plans (Meredith & Mental, 2010). This therefore shows the relationship between project communication planning and project progress reports.

### **2.5.2 Project communication planning and project information distribution**

Having a project communication plan, prevents problems in a project (Larson & Gray, 2011). Also a project

may fail or risk being damaged if communication planning is not well incorporated in project design and implementation stages (The World Bank, 2008). On the other hand, how project information is going to be shared is predetermined in a project communication plan (Lewis, 2005). This therefore, calls for effective information distribution to avail project information within the required time and the speed (just-in-time) (Lewis, 2005), hence preventing danger to the project (Larson & Gray, 2011). The argument shows existence of a relationship between project communication planning and project information distribution, where by project communication planning leads to project information distribution.

### **2.5.3 Project progress reports and consortium engagements**

Communication is the life of a project (Chilmeran, 2017). On the other side regular communications are a good spirit of a consortium (Alliance2015, 2015). This prevents putting consortium member into total jarraydy (Alliance2015, 2015). Similarly when choosing a consortium's lead agency, an organization's ability to ensure quality reporting, is a key consideration (Alliance2015, 2015). Also project progress reporting is a form of project evaluation (Chilmeran, 2017). Similarly, a consortium needs constant evaluation to make sure that it stays in the right direction (World Bank Group, 2008). This and more illustrate a relationship between project communication planning and consortia engagement.

### **2.5.4 Project Information distribution and consortium engagements**

Consortia have been found ideal to implement projects of many actors (Kolbehdari & Sobhiyah, 2014; Amsellen, 2017; Bozena, 2016). This then calls for good collaboration of actors (Amsellen, 2017). The existence of high internal and external consortium communications (Alliance2015, 2015) calls for effective project information distribution (Makower, 2011). This kind of information distribution helps in creating a successful consortia engagements (Makower, 2011). This discussion shows a relationship between project information distribution and consortia engagements.

### **2.5.5 Project communication planning and consortia engagements**

Project communication planning involves looking at the information needs of various stakeholders, then putting in place the most effective communication approach (PMI, 2008). Also Consortium activities require prior and careful planning (Bozena, 2016). However, a consortium's success largely depends on how well it communicates with the consortium stakeholders (Sinha, 2016). In addition, both a communication plan (Balunywa, 2007; Hassan, 2018) and a consortia engagement are designed to achieve a certain goal(s) or create an intended change (Osso & Machuki, 2019). This shows existence of a relationship between project communication planning and consortia engagements.

## **III. METHODOLOGY**

### **3.1 Research design**

The study used a cross-sectional survey design. It also adopted a quantitative and explanatory approach that focused on describing and drawing inferences from the findings on the relationships between the study variables (Saunders, Lewis, & Thornhill, 2012),

### **3.2 Study population**

The study population was composed of 70 out of 86 NGOs in central, South West and West Nile, Uganda, that are either currently engaged in any consortium or have ever been engaged in a consortium project. Sample selection and size. Using Krejci and Morgan (1970), out of 86 NGOs, the researcher only studied 70.

### **3.3 Data collection instruments**

Self-administered questionnaires administered to consortia managers, project officers, project managers, grant officers, grant managers, programme managers, team leaders, project coordinators and M&E officers only. This was because of their deep involvement in influential and key project and consortia activities. NGOs were the unit of analysis.

### **3.4 Measure of study variables**

The study variables were measured as stated in the table below;

*Table 1. Measure of study variables*

Variable	Measurement
Project communication planning	It was measured according to the process of developing a communication plan and the key components of a communication plan by Kirinde (2016), PMI (2008) and Lewis (2005). These are; Planning for a communication schedule, planning the style of communication to be employed in the project, prior determination of the communication objective, planning for the communication structure and prior identification of the communication audience.
Project information distribution	Measured using the project communication methods and tools. PMI (2008) and Lewis (2005).
Project progress reports	Measured using status reports and forecast reports according to PMI (2008), Ruck (2018), Sharma (2018) and Lewis (2005).
Consortia engagements	Measured according to the key components of consortia communication, which are internal consortia communication and external consortia communication as looked at by Sinha (2016), European Commission (2012) and Krut (2019).

### 3.5 Reliability and Validity

The instrument was also reviewed and edited by four experts (Saunders, Lewis, & Thornhill, 2012). The first 20 questionnaires were analyzed using SPSS. From the

Cronbach's Alpha Coefficient, the instrument was found reliable since all the coefficients are above 0 .75 ( (Saunders, Lewis, & Thornhill, 2012). The results are as in the table below:

*Table 2. Reliability of the variables*

	Anchor	Number of items	Cronbach alpha
Project communication planning	5 point	21	.960
Project information distribution	5 point	18	.892
Project progress reports	5 point	17	.925
Consortia engagements	5 point	26	.924

*Source: Primary data (2020)*

## IV. FINDINGS OF THE STUDY

### 41. Background on unit of analysis

*Table 3. Roles played by NGOs in their consortia*

Role	Frequency	Percentage
Lead agent	366	40.5%
Partner	54	59.5%
Total	420	100%

*Source: Primary data (2020)*

*Table 4. The correlation between consortia engagements and project communication planning, project information distribution, project progress reports.*

Variables	4	3	2	1	P. Value
Consortia engagements (4)	1				0.00
Project communication planning (3)	0.552*	1			0.00
Project information distribution (2)	0.709*	0.404*	1		0.00
Project progress reports (1)	0.829*	0.748*		1	0.00
Correlation is significant at the 0.05 level (2-tailed)					

*Source: primary data (2020)*

The study revealed a moderate positive correlation between project communication planning and consortia engagements ( $r = 0.552$ ,  $P<0.05$ ). This implies that an improvement in the process of determining project stakeholders, their information needs and then coming up with a communication approach, is likely to cause a similar moderate change in how successfully organizations engage in consortia.

The results indicate a strong positive correlation between project information distribution and consortia engagements ( $r = 0.709$ ,  $P<0.05$ ). This implies that an improvement in the process of ensuring that all relevant information is available to the project stakeholders causes a similar strong change in how successfully organizations engage in consortia.

The study revealed that there is a strong positive correlation between Project progress reporting and consortia engagements. ( $r = 0.829$ ,  $P<0.05$ ) .This implies that an improvement in the process of communicating up with, distributing documents and exhibits and showing the status of a project at any given point in time will creates a similar

strong change in how successfully organizations engage in consortia.

The study revealed that there is a moderate positive correlation between project communication planning and project information distribution. The Pearson correlation coefficient ( $r = 0.404$ ,  $P<0.05$ ). This implies that an improvement in the process of determining project stakeholders, their information needs and then coming up with a communication approach, creates a similar moderate change, in in the process of ensuring that all relevant information is available to the right project stakeholders.

The study revealed that there is a strong positive correlation between project communication planning and Project progress reporting ( $r = 0.748$ ,  $P<0.05$ ). This implies that an improvement in the process of determining project stakeholders, their information needs and then coming up with a communication approach, creates a similar strong change in the process of communicating up with, distributing documents and exhibits and, showing the status of a project at any given point in time.

#### 4.2 Regression analysis

*Table 5. A regression analysis of consortia engagements and effective project communication (project communication planning, project information distribution, Project progress reports)*

<b>Model</b>	<b>Unstandardized coefficients</b>		<b>Standardized coefficient</b>	<b>T value</b>	<b>P. Value</b>
	<b>B</b>	<b>Std. Error</b>			
Constant	.351	.109		5.989	.000
Project communication planning	.170	.036	.214	4.721	.000
Project information distribution	.258	.044	.163	3.611	.000
Project progress reports	.273	.043	.299	6.341	.000
Dependent variable: Consortia Engagements					
R squared	0.254				
Adjusted R squared	0.249		P. Value		0.000

*Source: primary data (2020)*

The study established: 24.9% (Adjusted  $R^2 = 0.249$ ) changes in consortia engagements are explained by effective project communication. Furthermore, project progress reports (Beta=0.299, P<.05), project communication planning (Beta=0.214, P<.05) and project information distribution (Beta=0.16.3, P<.05) were found significant predictors of successful consortia engagements. This therefore, suggests that, if other predictors of the

successfulness in consortia engagements like the nature of funding, etc, the success of consortia engagements will still fall below the standards, if there is no effective project communication in place.

#### 4.2.1 Regression analysis of communication planning to project information distribution.

*Table 6. Regression analysis of communication planning to project information distribution.*

<b>Model</b>	<b>Unstandardized coefficients</b>		<b>Standardized coefficient</b>	<b>T value</b>	<b>P. Value</b>
	<b>B</b>	<b>Std. Error</b>			
Constant	.124	.104		2.271	.000
Project communication planning	.336	.049	.482	9.150	.000
Dependent variable: project information distribution					
R squared	.839				
Adjusted R squared	.828		P. Value		0.000

*Source: Primary data (2020)*

The study revealed that project communication planning is a significant predictor information distribution (Beta = .482, P<.05).

#### 4.2.2 Regression of Project communication planning and project progress reports

*Table 1. Regression analysis of communication planning and project progress reports.*

<b>Model</b>	<b>Unstandardized coefficients</b>		<b>Standardized coefficient</b>	<b>T. value</b>	<b>P. Value</b>
	<b>B</b>	<b>Std. Error</b>			
Constant	.104	.204		4.271	.001
Project communication planning	.216	.349	.382	5.150	.006
Dependent variable: Project progress reports					
R squared	.729				
Adjusted R squared	.718		P. Value		0.000

*Source: Primary data (2020).*

Project communication planning is significant of project progress reports (Beta =.382, P<.05).

## V. DISCUSSIONS

### 5.1 Project communication planning and consortia engagements

The existance of a moderate positive significant correlation between project communication planning and

consortia engagements means that, project communication planning (the process of determining project stakeholders, their information needs and then coming up with a communication approach), contributes to the successfullness in consortia engagements. Although communication planning needs to capture; communication frequency: the style of communication: the objective of communication: structure of communication and project stakeholder communication etc. Strikingly, this is in agreement with the

literature by Sinha (2016). Whereby, in his study of communication and consortium, effective communication is pointed out to be among the key things, that stand out.

### **5.2 Project information distribution and consortia engagements.**

A strong positive significant correlation between project information distribution and consortia engagements. This means project information distribution (the process of ensuring that all relevant information is available to the project stakeholders), contributes to the successfulness in consortia engagements. Although, project information distribution needs to ensure incorporation of: the use of right project communication tools and right project communication methods. This is in agreement with the literature by (Makower, 2011) who noted that making information and data available to several stakeholders, helps to successfully implement a consortium project. Furthermore, these findings are still in agreement with the literature by (Sinha, 2016) who noted that it is important to have good information delivery channels in consortium communication.

### **5.3 Project progress reports and consortia engagements**

A strong positive significant correlation between Project progress reports and consortia engagements among. This means project progress reports (the process of preparing, distributing documents and exhibits and , showing the status of a project at any given times), helps in creating successful consortia engagements. Although project progress reports need to capture project status reporting, project forecasting and others.

The findings find support in the literature of Lewis (2005), who noted, for project communication to be effective, it needs to possess good Project progress reporting. Furthermore, to this, as noted by Alliance2015 (2015) communications that are regular, are a good spirit of a consortium.

### **5.4 Project communication planning and project information distribution**

A moderate positive significant correlation between project communication planning and project information distribution. Means that, project communication planning, which is the process of determining project stakeholders, their information needs and then coming up with a communication approach, contributes to effective project information distribution. As noted, the process of ensuring that all relevant information is available to the project stakeholders, is also defined as project information distribution. Also, this is in line with the literature of PMI (2008) and Lewis (2005) who in their publications recommended for planning on how information, will be distributed in a project.

### **5.5 Project communication planning and Project progress reports .**

A strong positive significant correlation between project communication planning and Project progress reports means that, the process of determining project

stakeholders, their information needs and then coming up with a communication approach, which is known as communication planning, contributes to project progress reporting (the process of preparing, distributing documents and exhibits and , showing the status of a project at any given times). This is in line with the literature of PMI (2008) and Lewis (2005), who point out incorporating how project communications, like reporting should be considered in the project communication planning. Furthermore, Meredith and Mantel (2010) in their study also, put forward, the nature of project reports is determined by how the projects are related to their plans. They further bring forward, project communication planning in one the project plans.

## **VI. CONCLUSIONS**

Even though consortia engagements are on a rise amongst NGOs in Uganda, they are characterized by project communication ineffectivenesses. These include: poor project communication planning; poor project information distribution; poor project progress reporting and falling below reporting standards. These and more limit and reduce the successfulness in consortia engagements. Effective project communication helps to create successful consortia engagements. Although to increase the effectiveness, project communication planning, project information distribution and project progress reports , should not be left out. The study of effective project communication and successful consortia engagements found positive and significant realtions between effective project communication and successful cosortia engagements.The study also found out that project communication planning, project information distribution and project progress reports are significant predictors of successful consortia engagements.

Therefore, effective project communication is among the contributors of creating successful consortia engagements. Orgnaizations are therfore remmended to ensure implementation of effective project communication inorder to succeffly eage in consortia. This way organizations shall be ebla to hurnace the benefits of egaging in a consortia.

### **Areas of further research**

This study for mainly focused on successful consortia engagements with the variables of Project communication planning, project information distribution, project progress reports and consortia engagements. The researcher suggests further research on other determinants of successful consortia engagements.

## **REFERENCES**

- [1]. Akoboi, J., Nkuhe, J., Mutegi, J., Byaruhanga, J., Kabanyolo, R., Musinguzi , P., . . . Kabuye, F. (2013). *The Uganda country level soil health consortia launch report*.
- [2]. Alliance2015. (2015). *Consortia programmes: When and how to engage and with whom? Consortium lead agency's and members' roles and responsibilities*.

- [3]. Altara, R., Nuwa, A., Agaba, B., Streat, E., Martin, S., & Strachab, E. C. (2016). How do patients and health workers interact around malaria rapid diagnostic testing and how are these tests experienced by patients in practice?. A qualitative study in western Uganda. *journal.pone.0155952*.
- [4]. Amsellen, A. (2017). *6 keys to building an effective consortium for a H2020 project.*
- [5]. Balunywa, W. J. (2007). *Managerial communication. A conversation with J. Waswa Balunywa.*
- [6]. Barr, A., Fatchamps, M., & Owens, T. (2013). *Non-governmental organizations in Uganda: A report to the government of Uganda: Centre for study of African economies.* Department of economics. Oxford University.
- [7]. Bonzena, P. (2006). *What makes a good consortium.* Biohorizon.
- [8]. Bovee, L. C., & Thill, J. V. (2010). *Business communication today.*
- [9]. Brouwers, M., Kerkvelie, K., & Spithoff, K. (2016). The AGREE reporting Checklist: A tool to improve reporting of clinical guidelines; AGREE next step Consortium.
- [10]. Carter , B. (2017). *Effectiveness of working in consortia.* UK: The K4D helpdesk.
- [11]. Cassidy , B., & Ball , L. (2018). *Communications, monitoring, evaluating and learning toolkit.* London: Overseas Development Institute.
- [12]. Chikongo, A. (2017). *Trust and transparency are key to a successful consortium.* United Kingdom: Inasp.
- [13]. Chilmeran, A. (2017). *projectmanagement.* Retrieved from <https://www.projectmanagement.com/articles/401134/> Project-Performance-Reporting
- [14]. Christian. (2015, 03 31). *EU PROJECTS AND CONSORTIUM BUILDING AND MANAGEMENT.* Retrieved from [http://www.aalep.eu/eu-projects-and-consortium-building-and-management](http://www.aalep.eu: http://www.aalep.eu/eu-projects-and-consortium-building-and-management)
- [15]. Diva. (2011). *Handbook for dissemination, exploitation and sustainability of educational projects.* Diva.
- [16]. European Commission. (2012). *Regional consortia for internship mobility.*
- [17]. Essays, U. (2016, 5 12). *Communication system in an organisation.* Retrieved from <https://www.ukessays.com/essays/communications/communication-system-in-an-organisation.php>
- [18]. Foot, P. (2003). Taking stock of the consortium. *Connections:The quarterly journal* 2, 2(2), 1-3.
- [19]. Forum, U. N. (2015). *Uganda National NGO Forum: Annual report 2015. Revised.*
- [20]. Galavan, R. J. (2015). Understanding Resources, Competences, and Capabilities in EU Common Security and Defence Policy. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2693638](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2693638)
- [21]. Glen, S. (2016). *Statistics How To.* Retrieved from <https://www.statisticshowto.com/reliability-validity-definitions-examples>
- [22]. Hagroove, T. M., Hill, A. W., Brown, J., Miles, R., & Crosby, I. C. (2014). A Case Study Analysis of a Regional Food System: The Sustainable Agriculture Consortium for Historically Disadvantaged Farmers Program. *Professional Agricultural Workers Journal*, 1, 4-17.
- [23]. Hakim, C. (2000). *Research design: Successful designs for social and economic research, London, Routledge.*
- [24]. Hargie, O. (2016). The Importance of Communication for Organisational Effectiveness. *European Journal of Cancer Care*, 19, 184-191.
- [25]. Harold, K. (2009). *Project management-As system approach to planning, scheduling, and controlling.*
- [26]. Kenton, W. (2019, July). *Descriptive staticstics.* Retrieved from [https://www.investopedia.com/terms/d/descriptive\\_statistics.asp](https://www.investopedia.com/terms/d/descriptive_statistics.asp)
- [27]. Kirinde , R. (2016). *The project Management corner.* Retrieved from <https://www.projectmanagement.com/blog-post/20461/Measuring-the-effectiveness-of-the-communication-plan>
- [28]. Kolbehdari, S., & Sobhiyah, M. H. (2014). Effects of Negotiations about the Formation of Construction Consortium on Consortium Successful Performance in Iran's Construction Industry. *International Journal of Management, Accounting and Economics*, 2383-2126.
- [29]. Krut, M. (2019). *5 Key Questions for Your External Communication Audit.* Retrieved from <https://www.sogosurvey.com/>: <https://www.sogosurvey.com/blog/5-key-questions-for-your-external-communication-audit/>
- [30]. kumar, R. (2017). *The effective executive by peter Drucker-A book summary.*
- [31]. Landesman, M., & Raveen, J. V. (2000). Consortia vs reform: Creating congruence. *Journal of Electronic Publishing*, 6(2).
- [32]. Larson, E. W., & Gray, C. F. (2011). *Project management: The managerial process.* New York: McGraw-Hill.
- [33]. Lewis, P. J. (2005). *Project planning, scheduling and control.* New York: McGraw-Hill.
- [34]. Macharia, D. (2016). *ARE CONSORTIA A GOOD WAY FORWARD? My experience in Kenya.* Nairobi: OXFAM.
- [35]. Makower, J. (2011, 08). Retrieved from <https://www.greenbiz.com/article/sustainability-consortium-status-report>
- [36]. Milan , I., Lidija, A., & Vedran , M. (2014). Establishing a Consortium - Way for Successful Implementation of Investments Projects - an Example of the Infrastructural Project "Slavonian Networks". *Medunarodni Znanstveni Simpozij Gospodarstvo Istocne Hrvatske - Vizija I Razvoj*, 28-36.
- [37]. Mooi, E. (2014). Regression analysis. In E. Mooi, *A concise guide to market research* (pp. 1993-233).
- [38]. Mukute , M., Colvin, J., & Baloi, A. (2017). *Africa climate change resilience alliance: phase 2 synthesis evaluation.* ACCRA, World Vision, CARE, OXFAM.

- [39]. Nangoli, S., Namagembe , S., Bashir , H., & Ahimbisibwe, A. (2013). The Antecedent Role of Social Networks in Project Communication. *The Antecedent Role of Social Networks in Project Communication*, 2(8), 25-32.
- [40]. National Centre for Not-For-Profit. (2018). *Civic Monitor:Uganda*. Retrieved from <https://www.ecoi.net/en/document/2024648.html>
- [41]. Nunnally , J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
- [42]. Okalang, M. (2013). *Management of stakeholders' expectations, political influence, accountability and performance of NUSAf project*.
- [43]. Okureje, O., & Korugyendo, P. L. (2012). *Evaluation report for community managed disaster risk reduction. Intervention approach and methodology employed in Karamojong*. DANCHURCH AID.
- [44]. Osoo, A. C., & Machuki, N. C. (2019). Challenges of implementing a consortium strategy in development projects at ViAgroforestry, Kenya. *European scientific journal*, 15(1), 151-184.
- [45]. OXFAM. (2018). *Fair tax monitor study: Uganda*.
- [46]. Pegaso. (2013). Retrieved from <http://www.pegaso.eu>
- [47]. Perkins, D. (2014, feb). Conceptualizing defensive silence in project- manager-to-project supervisor communication. *Leadership and organizational development Journal*, 35.
- [48]. Preston, A. (2018). *Strength in numbers-The benefits of working in a consortium with other companies*. Retrieved from <https://bitrebels.com/business/benefits-working-consortium-companies/>
- [49]. PRINCE2. (2009). *Managing successful projects with Prince2*.
- [50]. Project Management Institute. (2008). *Project Management Book of Knowledge*.
- [51]. Qneensland Government. (2016). *Communicating effectively for business*. Retrieved from <https://busniess.qld.gov.au/running-business/marketing-sales/tendering/competitive/collaborative/consortium>
- [52]. Rajkumar, S. (2010). *Art of communication in project management*. Retrieved from <https://www.pmi.org/learning/library/effective-communication-better-project-management-6480>
- [53]. Ramsing, L. (2009). Project communication in a strategic internal perspective. Corporate communications. *Internationla Journal*, 14(3), 345-57.
- [54]. Ruck, L. (2018). *Ten questions for internal communication survey*. Retrieved from <http://www.prplace.com/privacy/blog/post/2018/icq10-ten-questions-for-internal-communication-and-orgnisational-engagements>
- [55]. Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students.Sith Edition*.
- [56]. Scott, K. (2003). *Funding Matters: The Impact of Canada's New Funding Regime on Nonprofit and Voluntary Organizations*. Canadian Council of Social Development .
- [57]. Sharma, M. (2018). Project Management concepts: Defining performance reporting. *International Journal of Project Managment*.
- [58]. Sinha, A. (2016). *Communication and consortium*. Retrieved from <https://researchtoaction.org/2016/12/communication-and-conosrtium/>
- [59]. Taleb, H., Ismail, S., Wahab, H. M., Rani, M. W., & Amat, C. R. (2019). An over view of project communication management in construction industry projects. *Journal of Management Economics and Industrial Organization*, 1(1).
- [60]. Taylor, S. (2005). *Communication for business: A practical approach*.
- [61]. The East African. (2012). *Global Fund takes big step in fight against malaria*. Retrieved from <https://www.theeastfrican.co.ke/news>
- [62]. Uganda National NGO Forum. (2015). *Apposition paper, and cause by analysis of the NGO bill 2015*. Kampala : Uganda National NGO Forum.
- [63]. Varaprasad, S. D., & Madhusudhan, S. (2010). E-journal Consortium: Is it a Success Story Always? *Journal of Library & Information Technology*, 30(2), 92-96.
- [64]. Walther , M. (2015). *COOPERATION IN THE FORM OF CONSORTIA – EVALUATION OF RISKS , OPPORTUNITIES AND CRITERIA FOR THE SELECTION*.
- [65]. Wheatley, M. (1992). *Understanding just in time in a week*. Hodder & Stoughton.
- [66]. Wordl Bank Group. (2010). *The provenetion consortium: Provenetion update*. World Bank Group.
- [67]. World Bank Group. (2008). *Strategic communication for privatization, public-private partnerships, and private participation in infrastructure projects*. World Bank.
- [68]. Zeik , P., & Anderson, D. J. (2015). Communication, dialogue and project management. *International journal of managing projects in business*,, 8(4), 788-803.
- [69]. Zerfass, A., & Viertmann, c. (2016). The Communication value circle; How communication contributes to corporate success.
- [70]. zulch, B. G. (2014). Communication : The foundation of project management. *International journal of Project organization and Managment*, 1000-1009.