

# Annexure A

## Introduction letter



Faculty of Economic and  
Management Sciences  
**Department of Marketing and  
Communication Management**

## **Invitation to participate in an academic research study**

### **Exploring strategic contributions of internal communication in international non-governmental organisations**

Research conducted by:

Ms. J.M. Hume (28045808)

Cell: 082 768 0250

Email: [jhume82@gmail.com](mailto:jhume82@gmail.com)

To whom it may concern,

Your organisation is invited to participate in a research study to consider the management of strategic internal communication in international non-governmental organisations (INGOs).

The increasing role that INGOs are playing in society makes their performance and management ever more important. Strategic contribution of internal communication through the alignment of an organisation's internal stakeholders around its strategic intent, has been identified as a contribution that can have a major effect on an organisation's performance. However, very little research has been done on this management function, particularly within civil society organisations generally and INGOs in particular.

This study will explore the current role of internal communication in INGOs. The research results will form a foundation for further study into this function, as well as contribute to the discussion and development of a solution for how to manage strategic internal communication in INGOs.

Your organisation is invited to participate in this study. All the details regarding participation and the expected time requirements appear in the synopsis of the project in the following pages. To participate in this project, please have the appropriate (senior) manager sign and fax the synopsis to 086 602 1194.

Please contact me (details above) or my study supervisor (Ms. Anné Leonard at (0)12 - 420 3399 / [Anne.Leonard@up.ac.za](mailto:Anne.Leonard@up.ac.za)) should you have any questions or require more information.

Thank you for taking the time to review this information and consider participating in this study. I look forward to hearing from you soon.

Sincerely,

Jessica Hume  
Candidate – Mphil (Communication Management)

Department of Marketing and Communication Management  
Faculty of Economic and Management Sciences  
University of Pretoria

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## Research synopsis and consent form

**RESEARCH QUESTION:** Does internal communication in international NGOs function strategically?

**GENERAL AIM:** To explore the strategic contribution of internal communication in INGOs.

### OBJECTIVES

**Objective 1:** To identify key components of strategic internal communication through a review and synthesis of relevant literature.

**Objective 2:** To identify the current strategic internal communication practices of INGOs empirically.

**Objective 3:** To compare the empirical findings about current strategic internal communication practices in INGOs with the synthesis of the literature.

### RESEARCH METHODOLOGY

**Research approach:** The study is exploratory in nature therefore a qualitative approach is adopted.

**Research design:** A multiple case study design was chosen. Each organisation will first be viewed as an independent case study before an inter-case and thematic comparison is made.

**Case selection:** The first ten INGOs indicating their interest in participating will be included. In order to participate the organisation must be an INGO, meaning: private, not-profit distributing, self-governing, working in development (i.e. improving the social, cultural and/or economic well-being of society) in two or more countries.

**Sources of evidence and evidence-analysis:** Semi-structured interviews will be conducted with the person responsible for internal communication in the South Africa office. Where no one has this responsibility, please consult with the researcher. Semi-structured interviews (via email or telephone) will also be conducted with the person responsible for internal communication in the international office (if different/available). Interviews will last for approx. 45 minutes and will be recorded and transcribed for qualitative analysis.

The following documents will also be requested (if available) for further evidence and contextual detail: organisation's strategy, organogram, annual report, communication and internal communication strategy. Any of these documents available on the Internet are considered part of the public domain and the research will assume that they can be accessed without formal permission.

### ASSISTANCE REQUIRED FROM PARTICIPATING ORGANISATIONS

The researcher requires formal permission to conduct the study from the appropriate decision-makers in the organisation. This permission, allowing the researcher to pursue the sources of evidence outlined above, is provided by signing the bottom of this form.

### ANONYMITY OF ORGANISATIONS AND INDIVIDUALS

The anonymity of all participating organisations and individuals is guaranteed. Case studies will be referred to by number and responses will be linked to their specific case study only. The anonymity of interviewees is also guaranteed. Please address any concerns in this regard with the researcher.

### PUBLICATION OF RESEARCH RESULTS

The results of this study will be published in the master's dissertation and made available to participating organisations. Additional publication may occur in academic publications or related forums.

**TIMEFRAME:** Interview will be conducted at your earliest convenience, ideally before February 2009.

### CONSENT

Please sign this form and fax back to 086 602 1194 to indicate that:

- You have read and understood the information provided above with regards to the requirements of this research project.
- You give your consent for this research study to be conducted within your organisation

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Senior Manager's signature

Title

Organisation

Date

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# **Annexure B**

## **Informed consent form**



Faculty of Economic and  
Management Sciences  
**Department of Marketing and  
Communication Management**

## **Informed consent for participation in an academic research study**

### **Dept. of Marketing and Communication Management**

#### **Towards a framework for strategic internal communication in international non-governmental organisations**

Research conducted by:

Ms. J.M. Hume (28045808)

Cell: 082 766 0250

Dear Interviewee

You are invited to participate in an academic research study conducted by Jessica Hume, Masters student from the Department of Marketing and Communication Management at the University of Pretoria.

The growing role that INGOs are playing in society makes their performance and management ever more important. Strategic internal communication, the use of communication to align an organisation's internal stakeholders around its strategic intent, has been identified as a function that can have a major effect on an organisation's performance. The purpose of the study is to consider how strategic internal communication is managed in international non-governmental organisations (INGOs).

Please note the following:

- This study involves an anonymous interview. Both your organisation and your name will only be referred to by an assigned letter and number. Neither will be associated with the transcript of your interview. The answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the interview questions as completely and honestly as possible. The interview should last approximately 45 minutes to 1 hour
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, Ms. Anné Leonard at (0)12 - 420 3399 / [Anne.Leonard@up.ac.za](mailto:Anne.Leonard@up.ac.za) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

\_\_\_\_\_  
**Respondent's signature**

\_\_\_\_\_  
**Date**



# Annexure C

## Interview Schedule

## Interview schedule

### Section A: Corporate strategy

1. How does your organisation develop its strategic plan?
2. How is your organisation's strategic intent communicated with internal stakeholders?
3. What levels of management are involved in clarifying the strategy to internal stakeholders?
4. How familiar do you think your internal stakeholders are with your organisation's strategy?

### Section B: Communication function

5. Explain how the communication function of your organisation is structured including the different specialisation areas.
6. What is the relationship between the communication function at the global headquarters and the same function in individual countries (if it exists at both levels)?
7. What is the typical professional experience or formal educational background of the staff in your organisation's communication function at...?
  - 7a. ...the global headquarter level
  - 7b. ...the local (individual country) level
8. How does the communication function contribute to the strategic functioning of the organisation? Is this directed from headquarters or incidental per country?
9. How is the most senior communicator of your organisation involved in the strategic management of the organisation?

**Section C: Internal communication**

10. How is internal communication structured in your organisation?
11. What are the objectives of your internal communication function?
12. What channels/media does your organisation use for internal communication? How do you choose these?
13. What mechanisms, if any, are in place to encourage dialogue among all levels of employees?
14. How do you determine your overall internal communication effectiveness?

**Section E: Suggestions for the management of internal communication within INGOs**

15. Do you think internal communication in INGOs needs to function at a strategic level?
  - 15a. If yes, how would you suggest this happen?
  - 15b. If no, why not?
16. What, if any, are the barriers/challenges to effective internal communication in an INGO?
17. What solutions would you suggest in order to overcome the previously mentioned barriers/challenges?

**Conclusion**

18. Is there anything else you would like to add about managing internal communication in your organisation?





# Annexure D

## Organisational documents checklist

# Organisational Documents

## Background Documents:

	Yes / No	
Annual report/website	<input type="checkbox"/>	<input type="checkbox"/>
Organogram	<input type="checkbox"/>	<input type="checkbox"/>

## Strategy Documents:

Corporate strategy	<input type="checkbox"/>	<input type="checkbox"/>
Communication strategy	<input type="checkbox"/>	<input type="checkbox"/>
Internal Communication strategy	<input type="checkbox"/>	<input type="checkbox"/>

## The organisational strategy ...

1. Reflects the organisation's mission statement	<input type="checkbox"/>	<input type="checkbox"/>
2. Reflects the organisation's values	<input type="checkbox"/>	<input type="checkbox"/>
3. Articulates the organisation's strategic intent	<input type="checkbox"/>	<input type="checkbox"/>

*Comments:*

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## The (internal) communication strategy ...

	Yes / No	
1. Reflects the organisation's strategy	<input type="checkbox"/>	<input type="checkbox"/>
2. Reflects the organisation's structure, culture and context	<input type="checkbox"/>	<input type="checkbox"/>
3. Links its objectives to the organisation's strategic intent	<input type="checkbox"/>	<input type="checkbox"/>
4. Integrates the external and internal communication of the organisation	<input type="checkbox"/>	<input type="checkbox"/>
5. Recognises internal communication as part of an ongoing process of strategy development and implementation	<input type="checkbox"/>	<input type="checkbox"/>
6. Adopts a holistic view of internal communication	<input type="checkbox"/>	<input type="checkbox"/>
7. Recognises the diversity of internal audiences	<input type="checkbox"/>	<input type="checkbox"/>
8. Identifies channels/media appropriate given the objectives and audience	<input type="checkbox"/>	<input type="checkbox"/>
9. Recognises the role of top management in internal communication	<input type="checkbox"/>	<input type="checkbox"/>
10. Recognises the role of line managers in internal communication	<input type="checkbox"/>	<input type="checkbox"/>
11. Includes a process to identify key strategic internal/external issues	<input type="checkbox"/>	<input type="checkbox"/>
12. Reflects a commitment to dialogue and symmetrical communication	<input type="checkbox"/>	<input type="checkbox"/>
13. Provides for local empowerment and ownership of internal communication	<input type="checkbox"/>	<input type="checkbox"/>

*Comments:*

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