

**GHANA INSTITUTE OF JOURNALISM
(SCHOOL OF GRADUATE STUDIES AND RESEARCH)**

**EVALUATING THE COMMUNICATION STRATEGIES EMPLOYED BY THE
LEBANESE COMMUNITY TO IMPLEMENT A VIABLE SCHOLARSHIP SCHEME
WHILST CREATING VISIBILITY IN GHANA: A CASE OF GIJ**

BY

ANNA YAYRA ABENA ADEMADJIKU

(MADC20025)

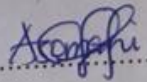
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DECLARATION

I, Anna Yayra Abena Ademadjiku, hereby declare that this dissertation titled "Evaluating the communication strategies employed by the Lebanese community to implement a viable scholarship scheme whilst creating visibility in Ghana: A case of GIJ," is the result of my own original research and that no part of it has been presented for another master's degree in this Institute or elsewhere. This dissertation was supervised by Kodwo Jonas Anson Boateng (PhD), in accordance with the guidelines laid down by the Ghana Institute of Journalism.

I further declare that I am solely responsible for all omissions and commissions associated with this work.

For: 

ANNA YAYRA ABENA ADEMADJIKU KODWO JONAS ANSON BOATENG (PHD)
(STUDENT) (SUPERVISOR)

DATE: 2/12/21

DATE: 2/12/21

DEDICATION

I dedicate this academic work to the Lebanese Embassy in Ghana, led by H.E. Maher Kheir, the Lebanese Ambassador to Ghana, for fully sponsoring my Masters Education.

I also dedicate this to my quintessential mother and siblings for their unwavering support and constant encouragement.

Again, I dedicate this work to my late father, Mr. Maxwell R. Ademadjiku. Daddy, you will always and forever remain in my heart.

Finally, I dedicate this work to myself to crown the many sleepless nights and the unending pressure to meet timelines and deadlines. It was a stressful but truly worthwhile experience.

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LIST OF ACRONYMS

GIJ- Ghana Institute of Journalism

GNPC- Ghana National Petroleum Corporation

GSL- Ghana School of Law

LCGS- Lebanese Community in Ghana Scholarship

LLB – Bachelor of Laws

LLM- Master of Laws

SLTF- Student Loan Trust Fund

UG - University of Ghana

UNESCO – United Nations Educational, Scientific and Cultural Organization

ABSTRACT

Using GIJ as a case study, this study was carried out to evaluate the communication strategies used by the Lebanese community to implement a viable scholarship scheme while gaining visibility in Ghana. The study relied on the strategic communication framework, evaluation, and excellence theories to explain their relevance to the scheme's success. A mixed-methods approach was used in the study. The respondents for the qualitative and quantitative studies were sampled using the purposive sampling technique and the simple random sampling technique, respectively. The study's qualitative data was gathered through in-depth interviews with the Lebanese Ambassador to Ghana and the Rector of GIJ, while the quantitative data was gathered through survey questions administered to 150 GIJ students. Overall, the study found that the key communication strategies used by the Lebanese community to reach their target audience and implement a viable scholarship scheme are media relations, stakeholder engagement, interpersonal communication, and event management. However, according to the study's findings, these communication strategies were ineffective for implementing a viable Lebanese scholarship scheme, necessitating the development of a strategic communication plan for the Lebanese community. The study eventually developed an effective communication strategy for the community. The conclusion drawn from the study shows that in order for the communication strategies to be effective, they must be evaluated on a regular basis to ensure an excellent project outcome. The study recommends that future research should expand the sample population to include respondents from all the beneficiary schools.

Keywords: communication strategies, creating visibility, evaluation, Lebanese community, viable scholarship scheme,

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND TO THE STUDY

In this competitive world where everyone is running towards success, it is very critical for organizations to conduct evaluations so that they can survive (Aqsa 2016). (Twersky and Lindblom 2012:3), define evaluation as "an independent, systematic investigation into how, why, and to what extent objectives or goals are achieved." Evaluation also refers to the systematic assessment of the worth or usefulness of time, money, effort, and resources invested in order to attain a goal. It employs many of the same techniques as traditional social research, but it also necessitates teamwork, interpersonal skills, management abilities, and political acumen (Bhaskaran, Koto, Johnson, Surendran, Bhat, Licina, Fleetwood, Peterson, Muguira, Wilde, and Sreenath 2021).

Research shows that evaluation helps organizations understand what works and what doesn't, where they are and what they are headed towards. It also helps them to figure out what they need to focus more on and if there are any threats to their business. Again, organizations can find hidden sectors in the market that are yet untapped (Bhaskaran et al. 2021)

Evaluation can also help an organization answer key questions about grants, clusters of grants, components, initiatives, or strategy (Twersky and Lindblom 2012:3). Again, evaluation is necessary so that project managers may be certain of the success of their projects. It is worth noting that an evaluation can be carried out by someone from within or outside an organization (Giancola 2014). However, ideally, a partnership between the two is desirable, which entails developing an evaluation committee that includes both an internal and an external evaluator (ibid.).

One typical criticism of evaluation is that it consumes time and money that could be better spent on the project itself. However, when done correctly, evaluation can lead to higher-quality practices being offered more effectively to improve the project's nature (Giancola 2014). This necessitates the need to evaluate project initiatives after a length of time has passed since they were implemented.

Among all the benefits of evaluation stated above, one key area that, when evaluated, increases an organization's efficiency, is the organization's communication strategy. Communication strategies, according to Kibe (2014), are commonly used in the business world as part of a business plan to detail how to communicate with diverse groups of individuals. A single business may have multiple strategies for different types of people, such as clients, investors, competitors, or staff (ibid). Kibe (2014) further argues that some businesses even have an internal communication strategy in place for internal communication. These strategies are used to decide what information to provide to clients or investors, as well as how to present that information. A communication strategy articulates, explains, and promotes a vision and a set of well-defined goals. It establishes a coherent, consistent "voice" that connects various activities and goals in a way that appeals to your partners or stakeholders (ibid). The World Bank (2001) emphasize that the ultimate goal of communication is to facilitate a change in behavior to achieve management objectives.

Indeed, no organization wants to travel a long distance, spend a lot of money, and somehow end up in the wrong place. Evaluating its communication strategies along the way can help the organization stay on course and reach its destination (Asibey, Parras, and Fleet 2008). It's difficult to overestimate the impact of evaluating organizational communication strategies on an organization's success. This is because an organization will have no way of knowing if their

communication strategy is working or if they need to make changes unless they evaluate it. Evaluating organizational communication strategies can also help the organization figure out how to get feedback from its target audiences and discover how people react to its messaging. The organization can also check to see if the changes it is making are putting it back on track to success (Asibey et al. 2008).

Over the years, growing budgets in various fields (such as internal or employee communication, public relations, political communication, public diplomacy, and marketing communication) have led to a growing interest in systematic evaluation of how communication contributes to the achievement of specific functional or business unit objectives, as well as broader organizational goals (Watson 2012). Against this backdrop, the aim of this study is to evaluate the communication strategies employed by the Lebanese community in order to implement a viable scholarship scheme in Ghana.

According to Owoo,Asiedu, Opoku, Lotsu, Twum, Eghan, and Mensah (2019), education is a crucial tool for national growth and development, and every government makes it a priority to guarantee that its population receive higher education as part of their national agenda. However, not everyone has the financial wherewithal to pay for school, which is why scholarships are designed to help brilliant but needy citizens (ibid).

Scholarship programs, according to Dary and James (2019) have been used to develop human capital for a long time, mostly in underdeveloped countries. The United Nations established a target for 2020 to "substantially increase the number of scholarships available to developing countries, in particular least developed countries, Small Island developing States, and African countries, for enrolment in higher education," as part of the Sustainable Development Goals

(UNESCO 2020). Governments, corporate foundations, and other groups have all made efforts to attain this goal so far.

In Ghana, the scholarship secretariat, which was formed in 1950 under the office of the president, is responsible for awarding scholarships for the country's human capital development and progress (Ghana Scholarship Secretariat 2020). The Ghana Scholarship Secretariat's goals include, but are not limited to, awarding scholarships to deserving but brilliant students in second-cycle institutions based on merit and hardship, providing scholarships for qualified Ghanaians working in foreign tertiary institutions, and providing bursaries for post-graduate training locally in public tertiary institutions. They also aim at strengthening the human resource capacity and providing a conducive working environment for the Secretariat, as well as increasing equitable access to and participating in quality education at all levels, bridging the gender gap to access to education (Ghana Scholarship Secretariat 2020).

Despite the fact that government financial support systems for poor students, such as the Student Loan Trust Fund (SLTF), have been effective in resolving the economic difficulties faced by students, this financial aid comes with its own set of challenges that obstruct greater accessibility (Dary and James 2019). Apart from the government's efforts in the educational sector, several organizations have played an important role in fostering the academic growth of young undergraduate and postgraduate students in Ghana by investing large sums of money. Local, foreign, and donor organizations that previously focused on primary and secondary education are now focusing more on higher education (Bloom, Canning, and Chan 2006). These organizations provide scholarships to young people who want to continue their study at the university level. According to ghanascholarship.net, the various scholarships available for Ghanaian undergraduate

students who require financial aid to fund their postsecondary studies in Ghana include but not limited to the KNUST MasterCard Foundation Scholarship, Ashesi University College MasterCard Foundation Scholarship Program, David Oyedepo Foundation Scholarships for African Students, MTN Ghana Foundation Scholarship, Ghana National Petroleum Corporation-GNPC Scholarship, Vodafone Ghana Foundation Scholarship in STEM, Tullow Oil Scholarships for Postgraduate Program (ghanascholarship.net).

The Lebanese Community in Ghana Scholarship, which is the focus of our study, in addition to the abovementioned scholarships, plays a significant role in the lives of many young Ghanaians.

1.1 LEBANESE COMMUNITY SCHOLARSHIP IN GHANA

Lebanese presence in Ghana dates back to 1884 (Lebanon's chargé d'affaires in Ghana, Ahmad H. Soueidan). (Gyasi 2011), recounts that there are over 10,000 Lebanese people in Ghana, many of whom have acquired Ghanaian nationality. He further emphasizes that:

They are indeed key actors in driving the development of the Ghanaian economy through their involvement and investment in significant sectors such as the automobile industry, as well as the hotel, real estate, and commercial sectors, where they have created essential jobs for many Ghanaians.

Apart from being a prominent factor in driving the development of Ghana's economy through their involvement and investment in major areas such as health, infrastructure, trade, and industry, the Lebanese community in Ghana also plays a key role in the country's educational sector (Special Report Ghana-Lebanon 2011). The Lebanese Community in Ghana has proved its dedication to

advancing higher education in Ghana over the years, driven by Lebanon's belief in variety, multiculturalism, education, and human rights (*Daily Graphic* 2015). Since its inception in 2013, under the leadership of former Lebanon Ambassador to Ghana, Ali H. Halabi, the scholarship scheme has aimed to show gratitude to Ghanaians for their hospitality to Lebanese migrants who arrived in the country in the second half of the nineteenth century, allowing them to contribute their quota to the country's development (*Daily Graphic* 2017). Eventually, the Lebanese Embassy in Ghana has partnered with the Lebanese community to promote the objective of making postsecondary education accessible to a large number of Ghanaians (ug.edu.gh/news). The Lebanese Community in Ghana scholarship program aims to provide financial assistance to Ghanaian students in the fields of journalism, linguistics, and law (*Daily Graphic* 2017). The program is part of the Embassy of Lebanon's efforts to work with Ghana to expand educational cooperation between the two nations (*Daily Graphic* 2015).

Interestingly, the impact of the scholarship scheme has been widespread. Since its inception in 2013, over 40 students from GIJ have been supported by the scheme for both degree and masters education. Some of whom have further been assisted in securing jobs. The scheme has also supported over 60 selected law students at the Kwame Nkrumah University of Science and Technology (KNUST) and the University of Ghana (UG), some of whom have continued to the Makola School of Law and have been called to the Ghana Bar Association. The Scheme has once again assisted over 50 Martyrs from various security services, including the Police, Immigration, and Prison Service. Recently, the scheme also added the School of Languages of UG to its beneficiaries (Musbau 2021). Overall, the scholarship scheme has seen the successful completion of over two hundred (200) students in total (*Daily Graphic* 2017). Students from the aforementioned institutions are selected each year based on their first-year academic achievement.

The Lebanese Community in Ghana Scholarship program shares the government of Ghana's aim of free and high-quality education for all young people by supporting Ghanaian students who will contribute to the country's long-term development (*Daily Graphic* 2017).

Due to the extremely significant impact the Lebanese community has had in Ghana, particularly in the educational sector, and because effective communication is essential to the success of any development project, it has become necessary to evaluate the communication strategies used by the community to implement the scholarship scheme in Ghana in order to ensure the success of the initiative.

1.2 PROBLEM STATEMENT

Many development initiatives are conceptualized and planned by development agencies distant from where they will be implemented, failing to comprehend the complicated power dynamics and specific communication mechanisms that occur in local settings (Servaes 2000). Furthermore, these initiatives are frequently designed from the top down, with no involvement of the specific community in the needs analysis, decision-making, or planning process.

Although communication has proven its value and impact in changing and developing circumstances, many people still do not recognize or understand its significance in development. Communication is sometimes overlooked as a critical component of development projects, which is surprising given the importance of communication in the development process. Development is impossible without participation, and participation is practically impossible without communication. However, most donor agencies' strategies and policies are devoid of communication (Agunga 1998:36).

Against this backdrop, most development communication researchers need to conduct additional research on the communication strategies employed by organizations, appraise these strategies, and develop or recommend appropriate communication strategies when needed. This is because, in the drive to develop a distinct character and experience for its target customers and consumers in a pluralistic marketplace, communication has become essential for today's organizations to create corporate identity, brand visibility, corporate image, and credibility. Over the last few decades, these principles have become underlying topics for management and scholarly concern, spanning a wide range of organizational goals and concerns (Kostamo 2013).

Academic areas such as design thinking and communication, strategic management, marketing, communication, public relations, and organizational behavior have all embraced them. As audiences rely on them in making judgments about investment, patronage, career, and product choice, such issues in marketing are regarded as important to organizational strategy, credibility, and stakeholder support, as well as tools for attaining a competitive edge in the business environment (Melewar 2003). Scholars opine that for firms to deliver their full value to their clients and target audience, corporate identity, reputation, and image, as well as brand exposure, must be recognized and carefully managed to give their maximum value to their clients and audiences (Melewar 2003). Aside from these elements gaining recognition, they must be carefully evaluated because, according to Giancola (2014), evaluation is important so that we can be confident the programs we are using in our projects are successful. Stufflebeam and Coryn (2014) also argue that evaluation is a critical component of an organization's long-term viability. If evaluations are done correctly, organizations and their people will have the satisfaction of knowing which components are strong and where improvements are needed (Stufflebeam and Coryn 2014).

According to these scholars, evaluation is a constructive endeavor.

However, since its inception, no research has been conducted to evaluate the efficiency of the communication strategies used by the Lebanese community to implement a viable Lebanese scholarship system in Ghana (Agorsor 2021). From my personal experience as a beneficiary of GIJ, I heard about the scholarship scheme through a friend in level 100 second semester. Meanwhile, the scholarship was given out when we were on second semester break, prior to the start of the first semester of level 200. According to my observations, many of the students, notably the beneficiaries, had little or no knowledge of the scholarship scheme until they were notified that they had won it. This clearly implies that the scholarship scheme's visibility is minimal, even at the GIJ level, let alone at the national level. As a result, it has become necessary to evaluate the community's communication strategies to implement a viable scholarship whilst creating visibility in Ghana, which is what this study aims to do.

1.3 RESEARCH OBJECTIVES

1. To identify the communication strategies employed by the Lebanese community in implementing a viable Lebanese Scholarship scheme in Ghana.
2. To assess the effectiveness of the communication strategies employed by the Lebanese community in implementing a viable Lebanese Scholarship scheme in Ghana.
3. To understand the challenges associated with the communication strategies employed by the Lebanese community in implementing a viable Lebanese Scholarship scheme in Ghana.

4. To develop a more effective communication strategy for the implementation of a viable Lebanese scholarship scheme.

1.4 RESEARCH QUESTIONS

1. What are the communication strategies employed by the Lebanese community to implement a viable Lebanese Scholarship scheme in Ghana?
2. How effective have these strategies been in implementing or making Lebanese Scholarship program viable and visible?
3. What are the challenges associated with the communication strategies employed by the Lebanese community to implement a viable Lebanese Scholarship scheme in Ghana?
4. What effective communication strategies can be developed to implement a viable Lebanese scholarship scheme?

1.5 SIGNIFICANCE OF THE STUDY

This study is considered significant, especially in providing a comprehensive understanding of the relevance of evaluating communication strategies used by organizations, particularly the Lebanese community, to implement their scholarship scheme. It is an exposure of the truth behind the role of strategic communication in organizational performance. The study will contribute to the Lebanese embassy and beneficiaries of the Lebanese scholarship. Development communication experts, organizations, analysts, evaluators, academicians, and observers, as well as other interested parties, can substantially receive help from the study and its conclusions.

1.6 SCOPE OF STUDY

This mixed-method study focused on GIJ students and used surveys to examine their perceptions of the project's communication strategies. It considered how well they knew about the scholarship scheme and, if they did, how or through what channels, media, or means they learned about it. And, if they haven't, what do they think the Lebanese community should do to strengthen communication strategies so that students are more aware of the project? The study also conducted phone interviews with members of the Lebanese community who are responsible for offering the scholarship scheme and GIJ management to learn about their perspectives on what communication strategies have been used to implement the scholarship scheme over the years and how effective they have been. The study also sought to understand the challenges associated with these communication strategies.

The study then used the findings to assess how effective the community's communication strategy used to implement the scholarship scheme has been. It then went on to develop the optimal development communication strategy for the scheme's successful implementation.

The evaluation process and the excellence theory are theories underpinning this research. Whereas the evaluation process' primary goal is to specify possible practices that evaluators can use to construct knowledge about the value of social programs (Shadish, Cook, and Leviton 1991), the excellence theory explains how strategic communication makes organizations more effective and how it is organized and managed when it contributes the most to organizational effectiveness (Grunig 1992).

This study is primarily limited to evaluating the communication strategies employed by the Lebanese community to implement a viable scholarship scheme in Ghana.

The independent variable in this study is evaluating the communication strategies employed by the Lebanese community, and the dependent variable is implementing a viable scholarship scheme.

1.7 ORGANIZATION OF THE STUDY

The study is divided into five chapters. The first chapter provides context for the study as well as a basic understanding of development communication and communication in relation to the success of the project. It also includes the problem statement, research objectives and questions, the significance of the study, and the study's organization. Chapter 2 entails a review of the literature on the topic of study and some theoretical concepts. The third chapter describes the study's methodology, while the fourth chapter discusses the findings and interpretation. The fifth and final chapter includes a summary of the key findings of the study, as well as the conclusion of the study and recommendations for future research.

1.8 CHAPTER SUMMARY

This chapter was dedicated to the introduction of the topic and the relationship between Ghana and Lebanon. The background to the study was well espoused, as well as the problem statement. The research questions and objectives were stated, and the organization of the study was explained. The chapter serves as a guide to the general study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter focuses on reviewing works related to the topic of study by scanning the globally scholarly field of research. The theoretical aspect focuses on the evaluation process and excellence theory. These theories serve as evidence in support of the argument that evaluation and strategic communication are prerequisites for organizational success.

2.1 CONCEPTUAL FRAMEWORK

2.1.1 Strategic Communication

In their work "Communication Strategies in Marketing Channels, A Theoretical Perspective", Mohr and Nevin (2009) use the term "communication strategy" to refer to a particular combination of the facets of communication. They articulate, explain, and promote a vision and a set of well-defined goals, as well as create a consistent, unified "voice" that links diverse activities and goals in a way that appeals to an organization's partners, or stakeholders (Kibe 2014). Lally, Cook, McCarthy, and Mischler (2007) assert that communication strategies are widely used since all organizations need some form of communication to convey their fundamental message to the community or their beneficiaries. This means that an organization like the Lebanese community cannot function effectively with the outside world unless it has a solid communication strategy in place that effectively reaches its target audience about their projects, such as the scholarship

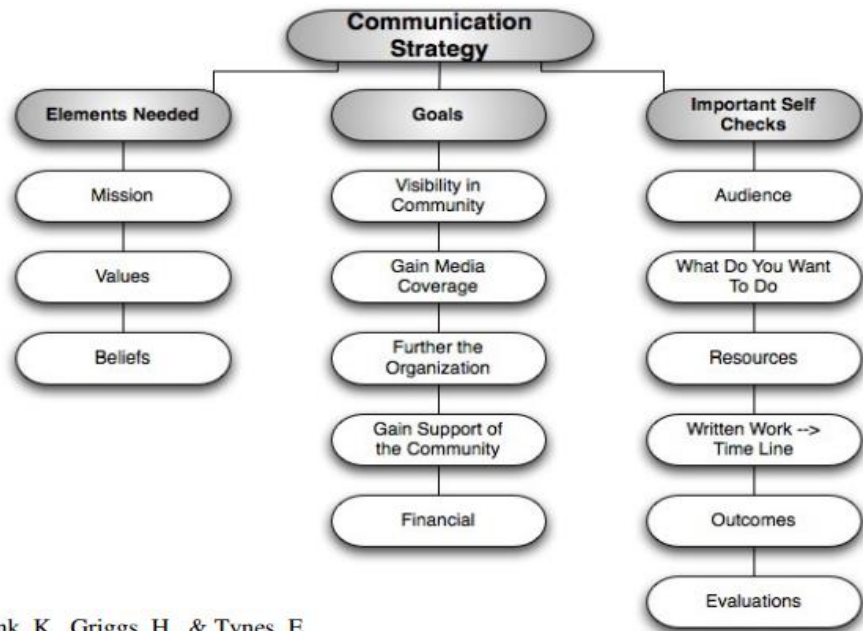
scheme. This implies that if the Lebanese community is going to invest the time in determining their core messaging, it is best to build a good communication strategy with its stakeholders.

However, in this case, since the Lebanese community already has a communication strategy in place to implement the scholarship scheme, it is best to evaluate the strategy and develop an optimal communication strategy for it based on the findings. This would ensure that no time is wasted and that their messages reach the target audience (students) in the most efficient manner possible. This emphasizes that communication strategies represent an important tool for mobilizing and engaging the beneficiaries in decision-making processes, ensuring transparency, accountability, improved ownership, and management of expectations in development processes (*Medium-Term National Development Policy Framework: Ghana Shared Growth and Development Agenda 2010-2013*). A communication plan can take numerous forms, from a one-on-one engagement to a global effort.

According to Malan and Grossberg's (1998:163) discussion of the role of communication in South African case studies on development, the critical elements of consultation, information-sharing, and participatory communication need to be incorporated into the strategic planning phase of successful projects. In their argument, they went further to state that if communication planning is not treated as a strategy in and of itself, it may result in serious communication problems. Likewise, if the Lebanese community does not treat communication strategy as a critical tool to ensure the success of the scholarship scheme, it will create a wide communication gap that eventually disrupts the delivery of the scholarship scheme, marring their brand image and reputation as well as affecting their visibility.

2.1.2.1 Elements of a Communication Strategy

A communication strategy should spell out exactly what you need to get done, as well as what you should keep an eye on. Figure 2: Communication Strategy Chart is a visual representation of the key elements of a communication strategy or plan:



Loosely based from: Bonk, K., Griggs, H., & Tynes, E.

Figure 2.1: Communication Strategy Chart.

2.1.2.1.1 The Implication of the Communication Strategy Chart and its Relevance to the Study

I. Elements Needed in the Communication Strategy

First, the organization must establish a mission to decide what it will attempt to do for the community (Cook, Lally, McCarthy, and Mischler 2020). For the Lebanese community, their mission is to promote cultural and educational co-operation between Lebanon and Ghana. However, in order for the scholarship scheme to be implemented and visible, the community must

first establish the scholarship program's sole mission. Since people are attracted to appealing slogans and missions that may be easily communicated to the general audience, the Lebanese community's scholarship scheme, must have brief, concise mottos and missions that yet communicate their ultimate goal. The organization's values and principles must also be included in the mission, as they explain why the organization exists. A successful communication strategy begins on the inside, and stakeholders' beliefs should mirror those of the main corporation (Cook et al. 2020).

II. Goals and Important Self Checks Needed

Goals and critical self-checks, the next two branches of a communication plan, are linked and interdependent (Cook et al. 2020). The organization's goals are a collection of ideas that must be reviewed on a regular basis. To begin with, it is essential to fully understand the audience that the organization is attempting to reach, as advertising to the wrong target demographic is unsuccessful. The demographics must be determined, and then a strategy must be devised to attract more consumers who will genuinely want to come (ibid.). Because everyone is different and wants different things, there is no cost-effective way to reach out to everyone at the same time. This means that the Lebanese community must sit down and determine the best cost-effective plan for reaching as many members of the target audience as possible. Again, it is critical that the Lebanese community understands the resources available to them, whether monetary or in the form of a large number of volunteers.

To begin with, the Lebanese community must be able to maintain financial stability, which is particularly challenging for nonprofit groups to achieve because the majority of their funding comes from sponsors or the government. Even though these are excellent sources of income, they

can be highly restrictive in terms of what the funds can be used for. Money cannot be squandered or spent on a whim. When developing a more effective communication strategy for the successful implementation of a project to create visibility, the Lebanese community must consider the expense of the planned media campaign. After conducting all of the necessary background research, the business must still establish a set of organizational goals in order to stay on track. In a nutshell, these objectives must be obvious and well-explained, and business must always strive to advance publicly. A few examples would be to further gain the support of the government, advance media coverage, and become more visible in the target jurisdiction.

In addition, a written timeline of events describing the organization's objectives must be created. This schedule specifies completion deadlines; do you need results in a week or can you wait a little longer? Furthermore, because each employee is responsible for a small part of the total project, a timeline forces all members of the organization to stay on top of things. Most importantly, the timeline serves as a public calendar of events that can be viewed by everyone, including government officials. This could be one of the most effectively adopted strategies for communicating what the Lebanese community is up to.

Finally, to develop a more effective communication strategy, the Lebanese community must evaluate recent events. Were all the suggestions useful, or were they just a waste of time? Following the answers to these questions, the organization can either continue on the same route or develop something new and better. As a result, developing a communication strategy is not a simple task; it is something that will need to be developed over a prolonged period of time, will never be perfected, but will always have room to improve and adapt as the world changes. This

reality necessitated this study to evaluate the Lebanese community's communication strategies in order to implement a viable scholarship scheme in Ghana whilst creating visibility.

2.2 THEORETICAL APPROACH

2.2.1 Evaluation Process

According to Shadish, Cook and Leviton (1991), the evaluation process seeks to identify realistic techniques that evaluators might use to generate knowledge about the worth of social programs. Stufflebeam and Coryn (2014) define evaluation as the systematic examination of an object's value.

Buhmann and Likely (2018) contend that the cornerstone of effective strategic communication is evaluation. It serves as the foundation for determining whether and how an organization's intentional use of communication helps in the achievement of its mission, strategy, and goals (ibid.). Evaluation becomes visible as an inherent element of this process, linked with situational analysis, strategy formulation and formation, objective setting, plan implementation, and program execution, especially when the overall strategic communication process is viewed as a process of rational decision making (Hallahan et al. 2007).

The terms "evaluation" and "measurement" are frequently used interchangeably in the literature. Measurement refers to the collection and analysis of data as a foundation for value judgements using social scientific research methodologies (both quantitative and qualitative). As a result, measuring is a subset of broader evaluation operations. This study primarily focuses on evaluation as a broader activity.

Academic and professional interest in evaluation in strategic communication dates back at least to the 1970s, and it is now a major research vein in the field (Likely and Watson 2013). This is especially true for the dominant "functional paradigm" in strategic communication, which focuses on the achievement of organizational goals, specific functional or business unit objectives, and strident communication (ibid). Growing budgets in various fields (such as internal or employee communication, public relations, political communication, public diplomacy, and marketing communication) have led to a growing interest in systematic evaluation of how communication contributes to the achievement of specific functional or business unit objectives, as well as broader organizational goals (Watson 2012:390–398). At the same time, the rise in scholarly and professional interest hasn't translated into a significant increase in the use of advanced evaluation methodologies and methods across the profession, according to reports (Gregory and Watson 2008; Macnamara 2015). Indeed, it appears that there are two disconnects: one between academia and leading assessment experts, and the other between leading evaluation professionals and practice in general.

2.2.2 Embedding Evaluation into a Program

This section aims to outline the model for conducting evaluation. This will assist evaluators and organizations such as the Lebanese community to understand how evaluation fits into strategic communication as part of a broader strategic management process.

Step 1: Define the Program – What Is It?

According to Giancola (2014), the first step in defining the program is to establish the program's overarching goals. Thus, evaluating the Lebanese community's communication strategy can only be helpful if the general goals of the scholarship scheme are specified. Goal statements should be

broad and generic, reflecting the overarching intent of the scholarship scheme or a common vision of what the scheme is designed to accomplish. Once the program's goals have been established, the next component is to document the program's strategies and activities. This will include how the scholarship scheme will achieve these objectives. What techniques will be employed to achieve the objectives? What efforts will be required to ensure the scheme's success? And whether or not the scholarship scheme engages in other activities that are unrelated to its original objective.

Step 2: Plan – How Will the Evaluation Be Planned?

Once the program's objectives have been established, the next stage, according to Giancola (2014), is to plan the evaluation by developing evaluation questions. It should be noted that the evaluation questions should be open-ended. Closed-ended questions that demand yes-or-no answers should be avoided since they limit the amount of information evaluators can glean from the evaluation. Instead of asking, "*Does the program work?*", evaluators can ask the following questions:

- "*To what extent does the program work?*"
- "*How does the program function?*"
- "*In what ways does the program work properly?*"
- "*Who is the program most effective for?*"
- "*What are the optimal conditions for the program to work?*"

Step 3: Implement—How Do I Evaluate the Program?

This stage focuses on the manner of data collection. It is critical to understand that because evaluation involves people, ethical concerns must be addressed at this point (Giancola 2014). Information received during and used by the evaluation must be kept confidential as part of the evaluator's responsibility to protect people. Individual identities should be kept confidential, and evaluation data should only be accessible to the evaluation team. Evaluators should respect individuals' privacy and confidentiality by not attaching identities to data and by guaranteeing that individuals cannot be identified directly or deductively from evaluation findings (Giancola 2014). It is critical for evaluators to understand that the data gathering method will be determined by the evaluation method (surveys, interviews, focus group discussions, etc.). For the purpose of this study, our data gathering method will employ interviews and surveys.

Step 4: Interpret — How Are Results Interpreted?

It is not advisable to wait until the end of an evaluation to analyze the data and interpret the results. For example, if the implementation assessment results show that program activities were not implemented, continuing to measure short-term and intermediate targets is likely a waste of effort (Giancola 2014). Similarly, if the review of intermediate objectives finds that the outcomes are not as expected, a critical consideration will be whether the program should be adjusted, cut back, or cancelled. That is, in order for an effective evaluation of the Lebanese community's communication strategies to be successful, they must perform frequent analysis and interpretation of findings throughout their evaluation process rather than waiting until the end.

Step 5: Inform and Refine – Applying the Findings

The evaluator or organization discusses the results with the entire team in this step. They rely on the findings to either maintain, improve, or completely change their strategy to achieve their desired goal. Similarly, the Lebanese community can modify their communication strategies to achieve their desired goal based on the outcomes of this study and subsequent ones. Recommendation at this stage is also paramount.

2.2.3 Communication Evaluation as Part of the Strategic Management Process

Both academics and practitioners have urged, in recent decades, for strategic communication specialists to be entrusted with informing and supporting organizational strategy thinking and action, implying a position within the broader strategic management process. Communication strategists, according to Brønn (2001), must create research-based information, work from a strategic plan, and be active members of the top management team where strategic choices are made. They must identify with and participate in the organization's informal and formal strategic management processes; sub processes such as deliberate strategy formulation, strategy planning, strategy implementation, issues-based emergent strategy formation, and strategic communication roles within each process where the strategist could intervene (Steyn 2007).

Any communication product, activity, campaign, or program, when viewed as a rational decision-making process, is part of a larger planning/evaluation cycle that includes four elements (Figure 1): situation analysis (formative research, needs assessment, analysis), planning (strategizing, goal setting, strategy planning), and implementation ('strategy in action') (value assessment based on research that shows impact and provides feedback for future stages of situation analysis and planning). As a result, evaluation is an integral aspect of any strategic effort's planning and implementation.

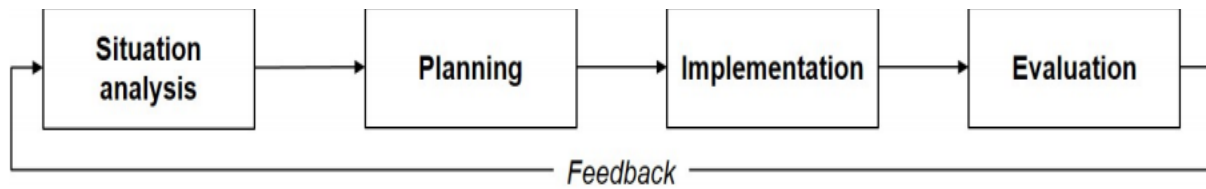


Figure 2.2: Basic planning/evaluation cycle

Source: (Alexander & Lively 2018).

This basic cycle's strategy process assumes a linear development from commencement through strategy formulation to strategy execution and, finally, evaluation. This is an oversimplification of a process that is actually ongoing, dynamic, and iterative. First, rather than being formulated, strategy is frequently generated or re-formulated. Second, enterprise, corporate, and/or business/function plans are not always carried out in a systematic manner, and the communication programs, campaigns, and activities designed to fulfill execution goals are not always carried out in lockstep. As a result, implementation might be a key stumbling block in the strategic planning process. The significant evidence regarding iterations and chaos in the strategic process emphasizes the significance of evaluation at all phases to maintain the strategic-operational relationship.

Three primary forms of evaluation can be recognized based on the basic planning/evaluation cycle and the necessity of evaluation at all levels (Alexander and Lively 2018).

1. The communication strategist begins to supply intelligence and insight through formative evaluation research during the situational analysis and strategic planning stages. Organizational listening, environmental scanning, and public opinion research provide a

baseline for strategic decision-making. During the strategic planning stage, specific outcome objectives for purposeful communication activities, products, campaigns, and programs are established, and later evaluations are undertaken against these objectives.

2. Process evaluation is the second type. During the implementation of a plan, communication strategists keep track of some immediate outputs (e.g., direct or mediated distribution and reach) as well as outtakes (e.g., message receipt, attention, and engagement). This stage focuses on assessing operations and deciding whether or not procedures are on track.
3. Summative evaluation is the third type. Communication evaluators begin by assessing the communication effect or outcome of events, campaigns, or programs, specifically how well they met the communication strategy's goals. Second, they assess the impact of communication at the organizational level, determining whether business unit/functional goals, company goals, or even enterprise goals are being reached. In addition, this final phase gives feedback, insights, and learning for future situational analyses and the overall organizational strategy.

2.2.4 Effectiveness and Value in Evaluation:

Any evaluation makes value judgments, as the root term value indicates. As a result, every attempt at strategic communication evaluation involves an understanding of what constitutes effective communication and what the value of communication might be. What this means is that the Lebanese community cannot evaluate their communication strategies unless they understand the value of communication and what they hope to achieve through strategic communication. Only then can they evaluate whether their overall strategic communication goal has been met.

Effectiveness can be described as obtaining a desirable communication result while meeting a pre-determined goal. On the other hand, value might be widely described as strategic communication's more fundamental contribution to achieving business unit objectives, organizational goals, or even broader social goals.

As a result, the effectiveness/value argument has centered on two broad issues: how to demonstrate communication effectiveness, particularly in terms of developing accurate and reliable models and measures; and how to describe the value that good communication offers to an organization.

On the first issue, the focus has switched from assessing effectiveness at the output level (such as production, channel reach, or message resonance and engagement) to assessing effectiveness at the stakeholder level (such as stakeholder attitudes and behaviors). On the second issue, the focus has switched from determining the total value of communication as a driver of financial success to assessing the relationship between communication outcomes and the organization's entire mission and strategy.

Although there has long been debate in academia and in practice about how to distinguish between effectiveness and value evaluations, it is only recently that scholars have focused more intently on the question of value. Academics and practitioners in strategic communication have used a variety of rationales to explain why communication is important, including developing reputations, trust, corporate brands, employee motivation, and legitimacy. Four interconnected components of value creation can be distinguished based on generic models of value development from organizational and corporate literature, as well as literature on value creation through strategic communication specifically (Zerfass and Viertmann 2017):

1. Operational support: Strategic communication increases visibility, attention, consumer preferences, and employee engagement, ensuring the organization's continued operation and immediate success in terms of core objectives.
2. Investing in intangible assets Strategic communication develops immaterial assets such as reputations, brands, and corporate cultures, which are the foundation for long-term success.
3. Maintaining a high level of adaptability. Strategic communication strengthens relationships, establishes trust, and establishes legitimacy, ensuring the organization's license to function and expanding its area of maneuver.
4. Adjusting strategies: Strategic communication keeps track of the organization's surroundings, allowing strategic management decisions to be more reflective. This ensures thought leadership, the possibility for innovation, and crisis resilience.

This demonstrates the importance of communication from both a strategic (long-term) and an operational (short-term) perspective. Hence, the Lebanese community must not only evaluate their communication strategies in terms of the intended effect of their message or campaign, but also in terms of their strategic and operational contributions to the entire organization, as it is both a function that supports primary activities across the entire organization and a resource for learning and strategic decision-making.

2.3 EXCELLENCE THEORY

The excellence theory is a general theory that emerged from a study on best practices in communication management led by James E. Grunig and funded by the International Association of Business Communicators (IABC) Foundation in 1985 (Grunig 2008). The theory is concerned

with the value of strategic communication to organizations and society as a result of managerial decisions' social responsibility and the quality of relationships with stakeholders (Grunig 2008). It defines how strategic communication improves organizational effectiveness and how it is organized and managed when it has the greatest impact on organizational effectiveness (Grunig 1992).

According to the theory, an organization must solve problems and meet the goals of stakeholders as well as management in order to be effective. If it does not, stakeholders will either put pressure on the organization to change or will oppose it in ways that increase the cost and risk of organizational policies and decisions (Grunig 2008). Organizations must scan their environment to identify members of the public who are affected by potential organizational decisions or who want organizations to make decisions to solve problems that are important to them in order to behave in socially acceptable ways. Then, organizations must communicate strategically with the public (keeping both the organization's and the public's interests in mind) to cultivate high-quality, long-term relationships with them.

According to Grunig (2008), the excellence theory incorporates a number of middle-range theories, such as public relations and strategic management, evaluation of public relations, and employee communication. This translates to the fact that when the Lebanese community, in pursuit of a viable scholarship scheme, is able to scan its environment and conduct a critical analysis of its target audience, they will be in the best position to develop an effective communication strategy to suit their needs and strengthen their relationship with the public, allowing them to implement a viable scholarship scheme while creating visibility in a competitive environment.

Scholars in this research tradition have continued to improve and expand the theory since the completion of the excellence study by conducting research to assist communication professionals in strategic decision processes. This research has focused on environmental scanning and public evaluation, as well as relationship cultivation strategies (Grunig 2006; Toth 2007). This is to emphasize that the excellence theory is critical for the Lebanese community in conducting a successful evaluation in order to achieve their desired goal of implementing a viable scholarship scheme while creating visibility in Ghana.

2.3.1 The Strength of Excellence Theory

The excellence theory has the advantage of specifying how public relations and effective communication make organizations more effective, how they are organized and managed when they contribute the most to organizational effectiveness, and the organizational and environmental conditions that make organizations more effective (Grunig 1992). In effect, this theory will assist the Lebanese community in strengthening its relationship with its target audience because it now knows how to effectively reach them through strategic communication, allowing them to be successful in the implementation of a viable scholarship scheme while increasing visibility in Ghana in the long run.

2.3.2 Limitations of Excellence Theory

Although the excellence theory is interested in assisting organizations such as the Lebanese community in their relationship with their target audience, Leitch and Neilson (2001) challenge the rigid nature of the excellence theory by emphasizing that the public are not fixed categories waiting to be identified but are formed dynamically through the conversations in which they are involved. This implies that organizations will have a better chance of maintaining good relations

with their public if they maintain constant communication and engagement with them rather than treating them as items to be identified.

2.3.3 The Synergy between the Evaluation Process and the Excellence Theory

Both the evaluation process and the excellence theory stress the importance of organizational effectiveness (Hung-Baesecke, Chen, and Lan 2021). According to proponents of the aforementioned theories, the excellence theory is based on the evaluation of communication strategies (public relations) efforts at multiple levels because it was primarily conducted to address two grand research questions: the effectiveness question (how does external communication add value to organizations and society) and the excellence question (how to conduct external communication in an excellent manner) (ibid).

The evaluation of strategic communication efforts to demonstrate their effectiveness has always been difficult and is a continuing line of research (Hung-Baesecke et al. 2021). Volk (2016) acknowledges the lack of a comprehensive explanation of how communication adds value to organizations from the standpoint of evaluation. She advocated for a more holistic approach that includes ‘an interdisciplinary, multidimensional, and multi-indexed approach’ (Volk 2016: 973) that demonstrates the value of communication—not only for generating revenue and building intangible values, but also for preventing risks and problem solving. Kim and Ni (2013) proposed an integrated framework for evaluating strategic communication programs that takes into account both short-and long-term effects, process and outcome objectives, and both persuasion and problem-solving approaches.

In a nutshell, both theories argue that when organizations, such as the Lebanese community, evaluate their communication strategies, they will produce excellent organizational performance.

2.4 REVIEW OF RELATED STUDIES

In her paper titled "Effects of Communication Strategies on Organizational Performance: A Case Study of Kenya Ports Authority," Kibe (2014) investigated the effects of communication strategies on organizational performance at Kenya Ports Authority. The researcher used the descriptive study design to conduct a survey of 200 employees from the corporate service division, specifically the corporate development department. The distributed surveys were completed by 132 employees. According to the findings, communication techniques have a significant impact on organizational performance.

Adedokun (2010), on the other hand, conducted research on the "Impact of Communication on Community Development." For the study, 133 women and men were chosen using a descriptive survey research method and a random sampling approach. The researcher enlisted the help of communication experts to validate the questionnaire. The study's findings demonstrated the importance of communication in community development. The study also discovered that good communication has a significant impact on members' participation in community development, and the importance of communication in community development cannot be overstated when the need for joint action among community members is recognized.

Murphy et al. (2017) investigated "internal strategies for assessing the effectiveness of organizational communication channels." The researchers wanted to look into the strategies that managers of medium-sized law firms used to evaluate the effectiveness of their communication channels, if any. According to the study's findings, an informal and unwritten communication channel assessment strategy can be successful and sufficient for some businesses. Following a

review of the companies' documentation, rules, records, and interview data, it became clear that the firm's leaders relied solely on informal and unwritten strategies to evaluate the effectiveness of organizational communication channels or strategies. In any of the organizations, there was no written formal communication plan or separate formal plan to examine the effectiveness of the communication channels. While informal evaluation appear to be useful, some participants believe that as an organization grows or evolves, a more formal and organized process may be beneficial.

This conclusion contradicts the findings of Jimenez-Castillo and Sanchez-Perez (2013), who emphasize the importance of formal organizational communication evaluations. This theme also contradicts the findings of Mishra, Boynton, and Mishra (2014), who discovered that analyzing the effectiveness of communication techniques was critical to ensuring effective internal communication. According to Jimenez-Castillo and Sanchez-Perez (2013) and Mishra et al. (2014), communication evaluations assist leaders in ensuring that information is communicated appropriately in their organization. However, it appears that several corporate leaders and managers failed to develop methods for analyzing the effectiveness of communication initiatives due to a lack of knowledge and experience (Carlson and Zmud 1999). This assertion lends credence to Agunga's claims (1998). Despite the fact that communication is at the heart of every successful development project, he claims that most project managers are unaware of this, causing their initiatives to fail. Having recognized this, Agunga (1998) contends that, despite the numerous benefits associated with development communication, there is a widespread perception that project managers and policy administrators are mismanaging the communication function in development.

The preceding arguments demonstrate that communication strategies do, in fact, promote organizational vision and a set of well-defined organizational goals (Kibe 2014). As a result,

evaluating them is critical, as evaluation is the foundation of effective strategic communication (Buhmann and Likely 2018).

2.5 HOW THE LEBANESE COMMUNITY IN GHANA SCHOLARSHIP SCHEME OPERATES

In 2013, the Lebanese Scholarship was established by the Embassy of Lebanon in collaboration with the Lebanese Community in Ghana as part of efforts to enhance cultural and educational cooperation between Lebanon and Ghana (Obour 2013). For nearly a decade, the scholarship program has provided many young people with the opportunity to study at the Ghana Institute of Journalism, the University of Ghana, Kwame Nkrumah University of Science and Technology, and, most recently, the Ghana School of Law. Each academic year, new students are admitted to the scholarship based on their first-year academic performance and are advised to improve or maintain a Cumulative Grade Point Average (CGPA) of 3.0 or a Cumulative Weighted Average (CWA) of 60 in order to be eligible for the grant (Obour 2013). Students who meet the aforementioned requirements are shortlisted each year to benefit from the scholarship scheme, and this is carefully regulated by the Academic Units of the individual universities. The Lebanese Community in Ghana scholarship pays for all the beneficiaries' tuition (Obour 2013).

Because of the critical role that the media plays in national development, the scholarship at the Ghana Institute of Journalism only recognizes journalism students (Obour 2013). The Lebanese Community in Ghana thinks that promoting free expression is critical to building Ghana's budding democracy (Obour 2013). The media, which is becoming livelier, is a driver for social stability

and economic prosperity, and as such, it has been a driving element in the Lebanese community's ongoing support for students pursuing careers in journalism. In a news report published in the Daily Graphic in October 2013, Mr. Ali H. Halabi emphasized that:

The media is a very powerful institution and, therefore, must be handled by responsible and professional journalists who have the nation's best interests at heart. This is why the Lebanese Community in Ghana is helping to raise a core of such professionals at the Ghana Institute of Journalism through the Lebanese Community in Ghana annual scholarship program.

Students pursuing law at Kwame Nkrumah University of Science and Technology and the University of Ghana are eligible for the scholarship initiative (Obour 2013). According to the Lebanese Community in Ghana, the legal profession pervades all parts of society and serves as the foundation upon which any community is built. For these reasons, the Lebanese community has chosen to grant scholarships to future legislators who would advocate for the growth of their beloved country. The Lebanese Community in Ghana thinks that there is a need for Ghana to maintain a favorable state of law, which can only be achieved by investment in legal education.

2.5.1 Achievements of the Scholarship Scheme

Aside from the scholarship, the Lebanese community has enrolled some of the beneficiaries at the Alliance Francaise—a French learning center of excellence—in order to strategically position the students for the job market following graduation (Obour 2013). Many young people's lives have been transformed as a result of the Lebanese Community Scholarship program. The scholarship program continues to serve as a stepping stone for many people as they strive to achieve their full potential in life (Halabi 2020). According to Halabi (2021), Prosper Senyo, a previous scholarship recipient, has received a full scholarship for doctoral study at the University of Michigan.

Similarly, Ohenewa Nsiah Boateng was accepted to Nottingham Trent University for her LLM in Health Law and Ethics in 2020 (Halabi 2020). Some beneficiaries have also climbed through the ranks and files of the media sector to hold prominent positions; Eugenia Kumi, for example, is currently the presidential correspondent for Metro Television. In addition, Kabu Nartey, a former scholarship beneficiary, was named the Ghana Journalist Association (GJA) Best Student Journalist for 2018 (Halabi 2019).

2.5.2 The Lebanese Community in Ghana: A Historical Overview

According to Lebanese sources in Ghana, William Ibrahim Chebib was the first Lebanese to come to Ghana in 1884 (Akyeampong 2006). Unlike other immigrant groups, the Lebanese arrived in Ghana as settlers rather than sojourners. The Lebanese arrived in search of a home and a nationality after fleeing a vulnerable and hazardous homeland. Moreover, their immigration had a long-term component (Akyeampong 2006).

Ghana and Lebanon have maintained long-standing contact for more than 130 years. According to the Ministry of Foreign Affairs, there are many Lebanese nationals who have lived in Ghana for many years and have successfully blended into Ghanaian society. Over 10,000 Lebanese people are reported to live in Ghana, many of whom have gained Ghanaian citizenship (Ghana-Lebanon Report 2011). After residing in Ghana for almost a century and thirty years, the Lebanese community has made significant contributions to the growth of the Ghanaian economy. This dates back to the early 1980s, when the majority of Lebanese were directed toward various businesses in accordance with the policy of the then government (Ghana-Lebanon Report 2011).

Aside from its commitment to the country's human resource development through the provision of quality education at all levels, the Lebanese Community in Ghana has made significant contributions to the growth of Ghana's economy (Musbau 2021). Year after year, several Lebanese-owned enterprises in Ghana, like Mansell Ghana Limited, Japan Motors Group of Companies, Dream Reality, Rana Motors, and many others, employ Ghanaians (Ghana-Lebanon Report 2011). This goes a long way toward lowering the country's unemployment rate. Furthermore, through their corporate social responsibility initiatives, these Lebanese-owned enterprises aid in the construction of boreholes and the distribution of hospital equipment to impoverished communities (Ghana-Lebanon Report, 2011). For example, the Lebanese Community in Ghana donated GHS 2,150,000 to the COVID-19 National Trust Fund as part of efforts to assist the government of Ghana in assisting the destitute and disadvantaged who were most affected by the COVID-19 pandemic (Philanthropy Space 2020).

However, the Lebanese's stay in Ghana has not been without difficulty. The presence of Lebanese in Ghana has been met with a variety of criticisms. According to Akyeampong (2006), during the Busia regime, the passing of the Aliens Compliance Order and the enactment of the Ghana Business Promotion Act Number 334 on August 1, 1970, Anarfi et al. (2000) led to a decline in the commercial activities of immigrants, particularly the Lebanese.

Lebanese nationals have recently been in the news for a variety of reasons. Although the Lebanese community in Ghana has made significant contributions to the growth of the Ghanaian economy, many news reports have tarnished the image of the Lebanese in Ghana and put their contribution to the Ghanaian economy into doubt. For example, on April 7, 2021, GhanaWeb, an online news portal, published a report about a group of Lebanese businessmen residing in Accra who were

detained for smuggling thousands of dollars in cash back to Lebanon in order to avoid paying taxes to the Ghanaian government. In December 2015, the same news source reported on four Lebanese nationals arrested by the Bureau of National Investigation for alleged counterfeiting. The four were apprehended at Accra's Kotoka International Airport with different identities on their passports.

In addition, the *Daily Graphic* reported a story in December 2017 about a Lebanese man who was detained for allegedly raping a 19-year-old housekeeper. Similarly, the *Daily Graphic* published another story in April 2010 about a prominent Lebanese-owned company that had been noticed by the Electricity Company of Ghana for illicit electricity connections since 2005, causing the state to lose money.

All the aforementioned cases show that, while the Lebanese community in Ghana has contributed to Ghana's growth, the activities of some Lebanese nationals in Ghana show otherwise. Hence, the need for them to use effective communication strategies to change perceptions and create visibility.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

In the previous chapter, the concept of strategic communication was thoroughly covered. However, the rules for designing a communication strategy and incorporating assessment into a program were made explicit. In addition, the strategic management process was analyzed and discussed in relation to evaluating communication methods.

Research methodology is used to describe all the methods involved in the collection of all the information required for a study (Berg 2009). In this chapter, the method employed in gathering data for the study is discussed. The chapter also elaborates on the research design to be adopted and the target population for the study. It discusses sample size and sampling procedures, data collection methods, procedures, and analysis, and concludes with ethical consideration.

3.1 RESEARCH DESIGN

Research design is defined as a detailed blueprint used to guide implementations of a research study towards realizing its aims and objectives (Aaker and Day 1990). It focuses on data collection and analysis techniques and procedures (Zikmund 2003). As a result, a design is concerned with selecting the optimal methodology or method for data collection. Creswell (2009) defines research design as the plan and processes for a research project, ranging from broad decisions on problem identification to detailed assumptions on data collection and analysis. Thus, a research design aims

to provide the guiding principles and structure for all research operations (Kothari 2004). Research design is also essential since it aids in making research more efficient as well as delivers the most information with the least amount of work, time, and money by supporting the smooth execution of the many research activities (Kothari 2004). This makes it necessary for any study or research such as this to have a well-established research design because it provides the framework and the structure for the entire research.

This study will be exploratory in nature. This is due to the paucity of research in this field, where assessments of organizational communication strategies to enhance policy are conducted. The study will bring a new perspective to the Lebanese community's communication strategy for developing a viable scholarship scheme in Ghana while increasing visibility. Although exploratory research can be conducted either qualitatively or quantitatively, the goal of this study will necessitate a mixed-method approach. The rationale for this approach is that the research problems addressed by this study are beyond the reach of a single research method.

The mixed method approach was considered necessary for its ability to produce (descriptive and non-numerical) information appropriate in the description and analysis of people's individual and collective social actions, thoughts, and perceptions as emphasized by Miles and Huberman (1994). This allows for a more thorough understanding of the nature of the communication strategies employed by the Lebanese community to implement a viable scholarship scheme.

3.2 RESEARCH METHOD

The study adopted a mixed-method approach. Mixed method research is defined as "research in which the investigator collects and analyzes data, integrates the findings, and draws inferences from a single study using both qualitative and quantitative approaches" (Tashakkori and Creswell 2007:4).

Creswell (2012) argues that a mixed-method research design is a way of gathering, analyzing, and "mixing" quantitative and qualitative research and methodologies in a single study to better understand a research problem. In recent years, mixed methods research has grown fast, establishing itself as a research approach with a separate name and personality (Denscombe 2008). Along with qualitative and quantitative research, it is acknowledged as the third methodological trend (Johnson and Onwuegbuzie, 2004; Tashakkori and Teddlie 2003).

The overarching goal and basic premise of mixed-methods research is that combining quantitative and qualitative approaches yields a greater knowledge of study challenges and complicated phenomena than either strategy alone (Creswell and Plano Clark 2007).

There are numerous reasons for conducting a mixed-methods research study. After reviewing the theoretical and empirical literature, Greene et al. (1989) identified five purposes for conducting mixed-method research designs. These are triangulation, complementarity, development, initiation, and expansion. In a later review of 232 social science mixed methods studies, Bryman (2006) identified 16 reasons for conducting mixed methods papers. Many of the rationales identified in Bryman's (2006) analysis are similar to those identified by Greene et al. (1989), albeit

in a slightly more detailed fashion. The following are the main rationales or benefits proposed for conducting a mixed methods study:

Triangulation: this method seeks to corroborate quantitative and qualitative data in order to increase the validity of a study.

Completeness: combining research approaches yields a more complete and comprehensive picture of the phenomenon under study.

Offsetting weaknesses and providing stronger inferences: Many authors argue that using a mixed methods approach can allow the limitations of each approach to be neutralized while strengths are built upon, resulting in stronger and more accurate inferences (Bryman, 2006; Creswell et al. 2003).

Answering different research questions: According to Creswell and Plano Clark (2007), mixed method research helps answer research questions that quantitative or qualitative methods alone cannot answer and provides a larger repertoire of tools to meet the aims and objectives of a study.

In terms of the qualitative method, in-depth phone interviews were conducted with the ambassador of the Lebanese community who is responsible for offering the scholarship scheme and GIJ management to learn about their perspectives on what communication strategies have been used to implement the scholarship scheme over the years and how effective they have been. The study also sought to understand the challenges associated with these communication strategies.

Quantitatively, the study also conducted a survey on GIJ students to examine their perceptions of the project's communication strategies. It took into account how well they knew about the

scholarship scheme and, if they did, how or through what channels, media, or means they learned about it. It also solicited feedback on what they think the Lebanese community should do to strengthen communication strategies so that students are more aware of the project. To ensure completeness, the study will combine responses from qualitative and quantitative data to draw inferences.

3.3 POPULATION OF THE STUDY

Wimmer and Dominick (2011) define research populations" as "all subjects and variables in the study area. The students at GIJ will be the target population for quantitative data collection, but a representative sample will be used. The populations chosen are likely to satisfy the theoretical considerations of the study, which state that the scholarship scheme is available at the school. As a result, they will be in the best position to evaluate the communication strategies used to put a viable scholarship program in place.

In order to collect qualitative data, GIJ management, specifically the Rector, Professor Kwamena Kwansah-Aidoo, and the Ambassador for the Lebanese embassy, His Excellency Maher Kheir, will be interviewed about the communication strategies used to implement the scholarship scheme. The effectiveness of communication strategies will be evaluated by the researcher based on the responses obtained from both qualitative and quantitative data collection.

3.4 SAMPLING AND SAMPLE SIZE OF THE QUANTITATIVE STUDY

Typically, the sample is a subset of the population. Sampling is the process of selecting a subset of a population to participate in a study; it is a percentage of the total population chosen to take part in the research endeavor (Brink 1996:133; Polit and Hungler 1999:227). The concept of sampling arose as a result of researchers' inability to evaluate all individuals in a given community. The sample must be representative of the population it was drawn from and large enough to allow statistical analysis.

The primary goal of sampling is to allow researchers to conduct studies on individuals from the population so that the findings can be used to draw generalizable conclusions about the entire population.

However, it is critical to stress that great care must be taken when selecting the sample because the results will be misleading if the sample is not representative. Based on the premise stated above, the quantitative approach will use a sample size of 150 GIJ respondents, whereas the qualitative approach will interview the Lebanese Ambassador and the GIJ Rector.

The non-probability sampling technique was used for the qualitative study. Non-probability sampling occurs when each unit of population does not have an equal opportunity to participate in the investigation (Babbie 2004). Purposive sampling is a type of non-probability sampling technique used in the qualitative study to pursue the study's objectives. Purposive sampling begins with a goal in mind, and the sample is then chosen to include people of interest while excluding those who do not fit the bill (Alvi 2016).

This is a technique in which respondents, subjects, or elements are chosen for specific characteristics or qualities, and those who do not meet these requirements are eliminated (Wimmer and Dominick 2010). That is, the respondents were chosen on purpose based on their knowledge of the phenomenon being studied. In this study, interviewees were chosen using purposive sampling based on their knowledge of the scholarship program.

The probability sampling technique was used for the quantitative study. A probability sample is one in which each member of the population has a known non-zero chance of being chosen (Showkat 2017).

This sampling method determines the probability that a sample is representative of a population (ibid). In the quantitative study, simple random sampling was used as a probability sampling technique. Simple random sampling is a completely random method of selecting a sample in which each element and combination of elements in the population has an equal chance of being selected as a sample member (Showkat 2017). The study used simple random sampling to ensure that each respondent in the population has an equal chance of being represented, while also ensuring the results' fairness and validity.

3.5 DATA COLLECTION METHOD AND INSTRUMENT

According to Johnson et al. (2004), mixed method research is a class of research in which the researcher combines qualitative and quantitative research techniques, methods, approaches, theories, and or language into a single study. Mixed methods research is conducted because the researchers gain a thorough understanding of the problem under investigation and use multiple

methods (data sources, researchers, and methods) to investigate the same phenomenon (ibid). As a result, in-depth interviews were used to collect qualitative data, while surveys were used to collect quantitative data in order to validate the study's findings.

3.5.1 In-Depth Interviews

Boyce and Neale (2006) explain that in-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. Purposive sampling was used to guide the use of in-depth phone interviews and the selection of interviewees in an attempt to reach the appropriate respondents. In-depth interviews are useful when you need detailed information about a person's thoughts and behaviors, or when you want to delve deeply into a new issue. Interviews are frequently used to contextualize other types of data (such as outcome data), providing a more complete picture of what occurred in the program and why (ibid).

Purposive sampling will be used in the study to select respondents for the in-depth interview. A purposeful sample is one that is chosen by the researcher subjectively (Wimmer and Dominick 2003). Subjects are chosen using purposeful sampling based on specific characteristics or qualities. This type of sampling begins with a goal in mind, and the sample is thus chosen to include people of interest while excluding those who do not fit the criteria.

Purposive sampling is a type of nonprobability sampling in which the researcher chooses which people to include in the sample based on several factors, such as expert knowledge of the research topic or competence and willingness to participate in the research (Boulton and Hammersley 2006:244).

Each had in-depth interviews with the Rector of GIJ and the Ambassador of the Lebanese embassy. The interviewees were chosen for their importance as sources.

3.5.2 Surveys

In research, a survey is defined as the collection of information from a sample of people through their responses to questions" (Check and Schutt, 2012:160). This research method allows for a variety of methods for recruiting participants, collecting data, and utilizing various instrumentation methods. It may employ either quantitative or qualitative research methods, or both. Surveys are frequently used in social and psychological research because they are frequently used to describe and investigate human behavior (Singleton and Straits 2009).

A survey collects information from people about who they are, such as their educational background, gender, and age (demographics), how they think (motivations, beliefs, and so on), and what they do (behavior). Surveys are typically in the form of a questionnaire that a person fills out on their own or through an interview schedule in person or over the phone. A survey yields a variable-by-case data matrix (Balnaves and Caputi 2001).

The method will broaden understanding of the problem by serving as a data source for respondents' feedback on the performance of the communication strategies used by the Lebanese community to implement a viable scholarship scheme while creating visibility in Ghana.

3.6 DATA GATHERING INSTRUMENT

Survey research is a research method involving the use of standardized questionnaires or interviews to collect data about people and their preferences, thoughts, and behaviors in a systematic manner (Baxter and Babbie 2003; Bhattacharjee 2012). Closed-ended questions are simply those questions that provide respondents with limited response options. Close-ended questions are critical for collecting survey responses within a limited frame of options. They form the foundation of all statistical analysis techniques applied to questionnaires and surveys. These questions typically ask the respondent to choose from a distinct set of responses such as yes or no, or from a multiple-choice list, and so on. They are used to gather facts about the respondents in a typical scenario such as this explorative study. Open ended questions are questions where there is no predetermined set of answers for the respondents to choose from. They allow for freedom of thought and expression and do not limit the respondents to a narrow range of answers. The questionnaires blended the use of open-ended questions as well as close-ended questions. The questionnaires were first piloted and tested for reliability and validity.

Whereas the quantitative study employed the use of questionnaires as the main method of quantitative data, the qualitative approach employed interviews to solicit responses from the respondents through an interview guide. The interview guide was constructed and used by the researcher to obtain open-ended responses (Lindlof and Taylor 2002). An interview guide was constructed to guide the interviews. Nonetheless, the research questions formed the basis of the questions in the interview guides.

In the qualitative study, the interview guide was administered by the researcher via email, and the interviews were conducted on the phone due to proximity. All the interviews were conducted in

English because the respondents understood English and agreed to use it. These interviews were recorded during the phone call. The researcher took down notes while recording them. After data was obtained from the in-depth interviews, the recordings were played back repeatedly before being manually transcribed. After transcribing, the researcher did a close reading of the text, paying attention to issues that bordered on the research questions and objectives. The interview made use of strictly close-ended questions in order to obtain in-depth feedback from the interviewees.

The Ambassador's in-depth interview lasted an hour on Thursday, September 16, 2021, while the Rector's in-depth interview lasted forty minutes on Thursday, September 30, 2021. Because of their wide proximities, both interviews were conducted over the phone. The Ambassador had visited Lebanon, whereas the Rector had frequent travel and meetings at the time the research was being conducted.

3.7 TREATMENT, PRESENTATION, AND ANALYSIS OF DATA.

The quantitative data collected was analyzed using a software called the Statistical Package for the Social Sciences (SPSS). SPSS is a program that helps with the coding, analysis, and presentation of data. Data is categorized according to codes captured in the questionnaire, and these were entered into the software. The software was used to develop tables, charts, and other statistical representations, which helped give a better understanding of the research results.

Qualitatively, the data collected was analyzed using the NVivo software. NVivo is a qualitative and mixed-methods research software program. It is specifically used to analyze unstructured text,

audio, video, and image data, such as (but not limited to) interviews, focus groups, surveys, social media, and journal articles.

3.8 PILOT-TESTING

To ensure the validity of the responses, the questionnaire was subjected to pilot testing. The purpose of this was to discover the errors in the questionnaire. The supervisor's recommendations were included in the questionnaire. Twelve (12) selected respondents were employed in the pilot testing. The choice of 12 respondents is coordinated with Saunders et al.'s (2009) suggestion that a minimum of ten responses is ideal for pilot-testing. The piloting was also done to identify any challenges or mistakes that may have arisen from the questionnaire.

3.9 CONSIDERATION OF ETHICAL ISSUES

Research ethics provides researchers with a code of moral guidelines on how to conduct research in a morally acceptable way (Struwig and Stead 2001). The accessibility of other research work by scholars related to this study and the responsiveness of respondents were essential to the attainment of the research objectives and the success of this study. The research was done with the utmost integrity and confidentiality. The anonymity of the respondents was ensured. The data from respondents was used strictly for academic purposes. The data of respondents was analyzed, and their findings were appropriately presented without any data tampering.

CHAPTER FOUR

DATA ANALYSIS

4.0 INTRODUCTION

This chapter deals with data analysis, presentation, and the interpretation of findings on data collected during the study. The result of the study was presented and discussed based on the research objectives stated in chapter one. The main aim of this study was to evaluate the communication strategies employed by the Lebanese community to implement a viable scholarship scheme. Data for this study was collected through surveys and in-depth interviews. This chapter presents the findings from the surveys conducted with GIJ students. It also presents the findings from the interviews conducted with the Rector of GIJ and the Lebanese Ambassador.

4.1 QUANTITATIVE DATA ANALYSIS

The quantitative study conducted a survey on GIJ students to examine their perceptions of the project's communication strategies. It considered how well they knew about the scholarship scheme and, if they did, how or through what channels, media, or means they learned about it. It also solicited feedback on what they think the Lebanese community should do to strengthen communication strategies so that students are more aware of the project.

4.1.1 Respondents' demographics

Basic demographics like sex, age, level, religion, marital status, and nationality of the respondents were analyzed.

Table 1: Sex of the Respondents

Sex	Frequency	Percentage
Male	61	40.7
Female	89	59.3
Total	150	100.0

Source: Field Data, 2021

The chart above shows the sex of the respondents. The responses collated show that 40.7% of the respondents were males, while 59.3% of the respondents were females. This means that most of the responses gathered were predominantly from females, as they make up a greater percentage of the respondents sampled.

4.1.1.1 Age of the respondents

The age distribution of the respondents is outlined in the frequency distribution table below.

Table 2: Age distribution of the respondents

Age group	Frequency	Percentage
16-20	26	17.3
21-25	81	54
26-30	28	18.7
Above 30	15	10
Total	150	100.0

Source: Field Data, 2021

4.1.1.2 Level of the respondents

The table above is a frequency distribution table for the ages of the respondents. The major age group that dominated was those within the age bracket of 21–25, making up 54% of the total valid responses, which implies that most of the responses were obtained from this age group. The age distribution above also shows that the age groups of 16–20 and 26–30 were fairly represented, as seen in the 17.3% and 18.7% of the respondents they occupied, respectively, with 10% being above 30. This shows that the major source of data for the study was the youthful population.

The chart below shows the level of the respondents.

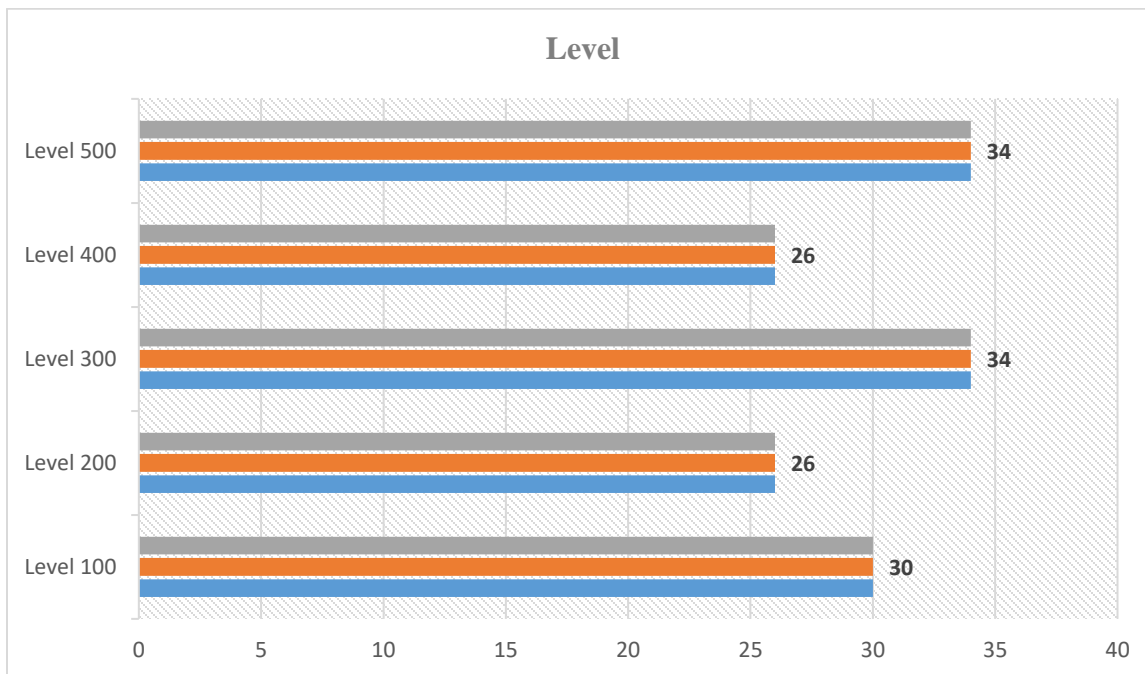


Figure 4.1.1.2: Level of respondents

Source: Field Data, 2021.

The chart above is a representation of the levels of the respondents. The chart shows that most respondents were undergraduate students. However, the highest number of respondents 34 (22.7%)

were from level 500 and level 300, as shown in the chart above. Level 100 had the second highest number of respondents, accounting for 30 (20%). From the graph above, it can be inferred that levels 400 and 200 had the same number of respondents, with 26 (17.3%) accounting for the least.

4.1.1.3 Religion of the respondents

The chart below is a representation of the religion of the respondents

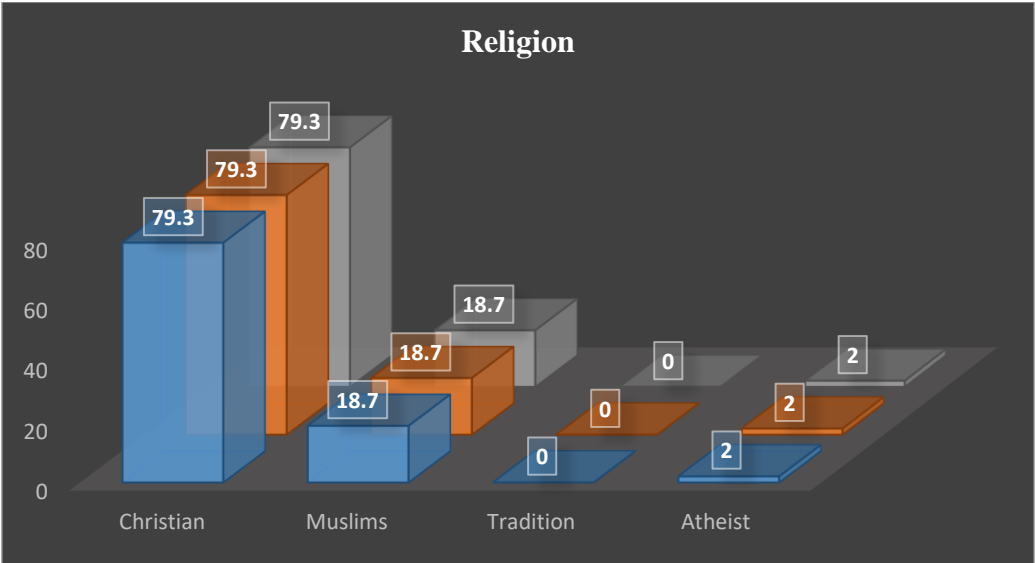


Figure 4.1.1.3: Religion of the respondents

Source: Field Data, 2021

The data represented above shows that 119 of the respondents, accounting for 79.3%, and the largest number, were Christians, while 28 of the respondents, representing 18.7%, were Muslims. The rest of the 3 respondents, representing 2%, were atheists. It is evident that none of the respondents was a traditionalist.

4.1.1.4 The marital status of the respondents

The chart below is a representation of the marital status of the respondents.

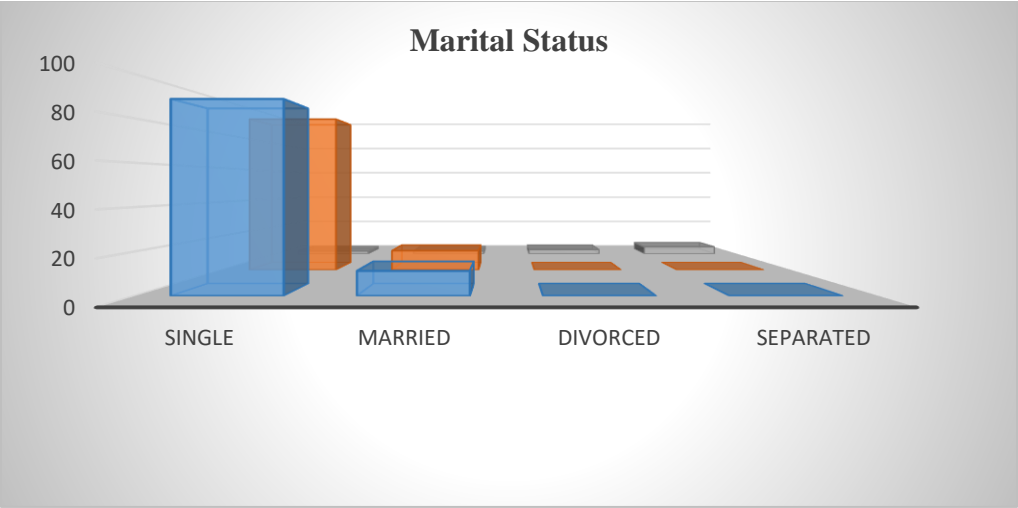


Figure 4.1.1.4: Marital status of the respondents.

Source: Field Data, 2021

From the figure above, the majority of the respondents 88.7% (133), were single, whereas 11.3% (17) were married. None of the respondents was divorced or separated.

4.1.1.5 Nationality of the respondents

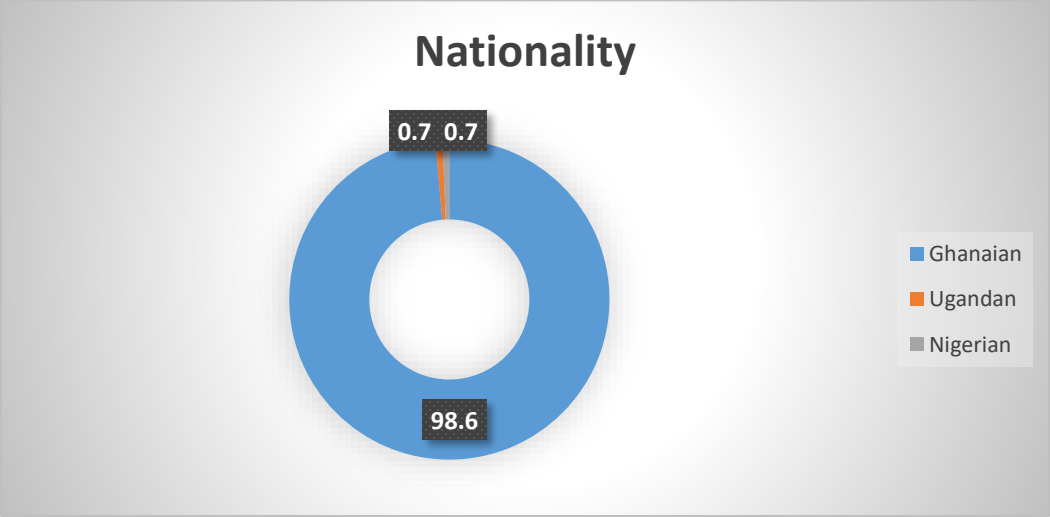


Figure 4.1.1.5: Nationality of the respondents

Source: Field Data, 2021

The chart above clearly indicates that Ghanaians make up the vast majority of respondents, 98.6% (148). One of the 1.4% (2) remaining respondents is a Ugandan, and the other is a Nigerian.

4.1.2 Respondents' perceptions of the Lebanese community's communication strategies for implementing a viable scholarship scheme

The survey evaluated the respondents' knowledge of the communication strategies used to implement the scholarship scheme offered by the Lebanese community at GIJ. This was done by making certain statements and giving room for the respondents to indicate their level of knowledge. The responses were collated, analyzed, and presented as follows:

4.1.2.1 Respondents' knowledge of the Lebanese Scholarship scheme

Respondents were asked if they knew about the Lebanese scholarship scheme. Their responses are demonstrated in the chart below.

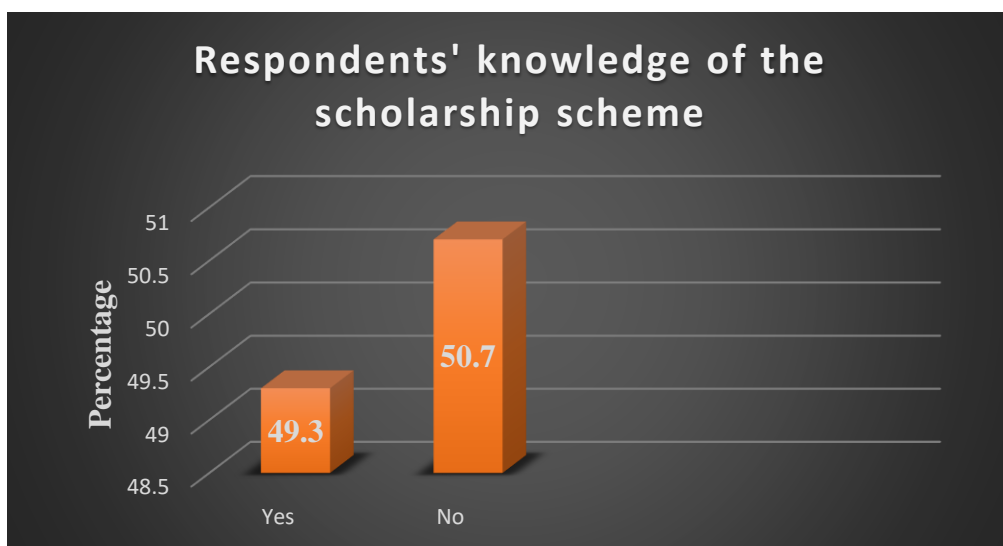


Figure 4.1.2.1: Do you know about the Lebanese scholarship program at GIJ?

Source: Field Data, 2021

From the figure above, 49.3% of the respondents said they knew about the Lebanese scholarship scheme, whereas 50.7% of the respondents said they didn't know about the scholarship scheme at GIJ. This clearly indicates that the number of respondents who do not have knowledge about the scholarship scheme in the school outweighs the number of respondents who have knowledge about the scholarship scheme.

4.1.2.2 How respondents got to know about the scholarship scheme

Respondents who indicated that they knew about the scholarship scheme were asked how they got to know about it. Their responses are represented in the chart as follows.

Table 3: How respondents got to know about the scholarship scheme

Medium	Frequency	Percentage
Social Media	21	26.3
Traditional Media	3	3.6
Print Media	1	1.3
Through a Friend	47	58.8
Other	8	10
Total	80	100

Source: Field Data, 2021

The responses garnered from the field are depicted in the chart above. According to the responses gathered, 59.2% of the 76 respondents who have heard about the scheme say they heard about it from a friend, while 26.3% say they heard about it on social media. Whereas 2.6% of respondents indicated that they heard about the scholarship program through traditional media, 1.3% said they

got to know about it through print media. The remaining 10.5% of respondents indicated that they learned about the scholarship program through other means.

4.1.3 The Effectiveness of the Communication Strategies Used

4.1.3.1 The effectiveness of social media use

Part of the study took a critical look at the effective use of social media by the Lebanese community to implement a viable scholarship scheme. This was put to the test when the respondents were asked to rate the effectiveness of the use of social media by the Lebanese community to implement a viable scholarship scheme.

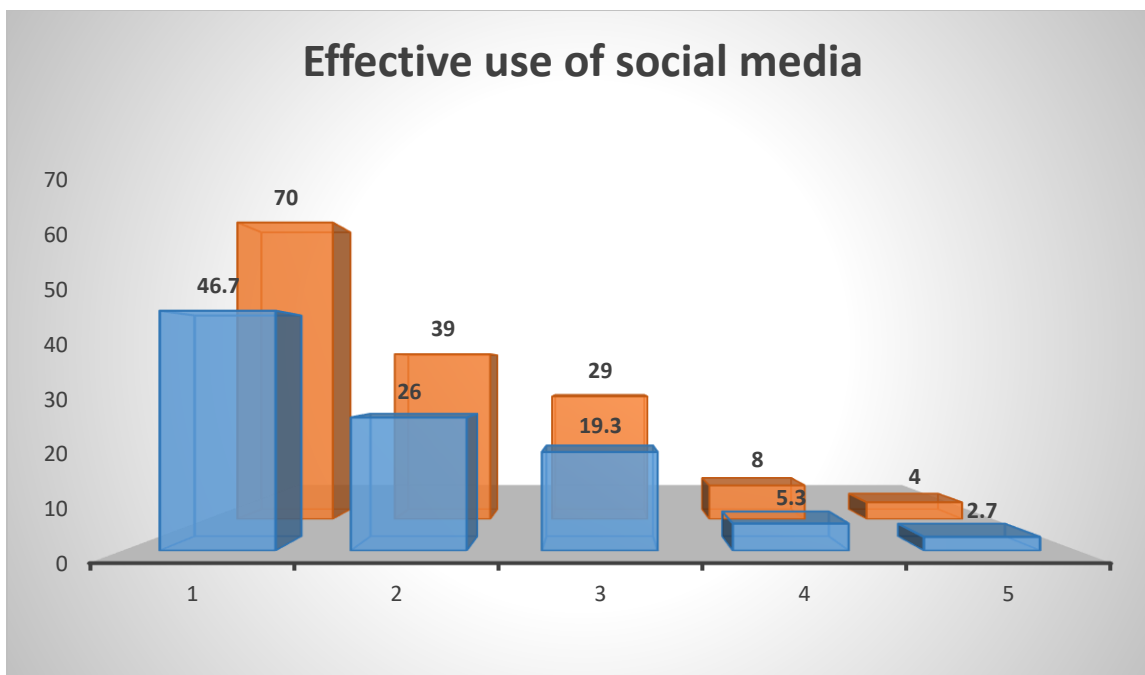


Figure 4.1.3.1: Rating the effectiveness of the Lebanese community’s use of social media on a scale of 1-5 (where 1 is the least and 5 is the highest).

Source: Field Data, 2021.

The chart above depicts the percentages (blue) and frequencies (orange) of the various responses given by respondents in the categories specified. According to the responses shown above, the use

of social media to implement a viable scholarship scheme is largely regarded as highly ineffective. Only 2.7% accounting for 4 respondents rated the use of social media as highly effective. In total, 72.7% rated the use of social media as ineffective translating into 109 respondents, whereas 8% translating into 12 respondents rated the use of social media as effective. 19.3% rated the use of social media as moderate, translating into 29 respondents.

4.1.3.2 The effectiveness of the use of traditional media

Respondents were also asked to rate the effective use of traditional media by the Lebanese community to implement a viable scholarship scheme. The responses were collated and presented in the chart below.

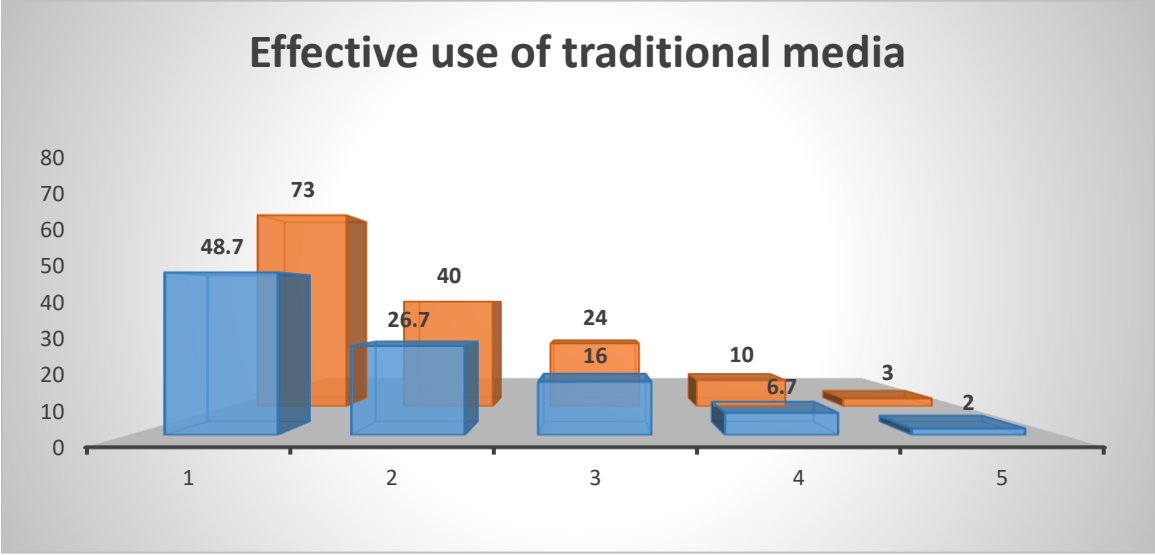


Figure 4.1.3.2: Rating the effectiveness of the Lebanese community’s use of traditional media on a scale of 1-5 (where 1 is the least and 5 is the highest).

Source: Field Data, 2021.

The chart above depicts the percentages (blue) and frequencies (orange) of the various responses given by respondents in the categories specified. The responses shown above indicate that the use of traditional media to implement a viable scholarship scheme is largely regarded as highly

ineffective. Only 2% of the valid responses indicated that the use of traditional media to implement a viable scholarship scheme was highly effective, translating into 3 respondents. Overall, 75.4% rated the use of traditional media as ineffective, translating into 113 respondents, whereas 8.7%, translating into 13 respondents, rated the use of traditional media as effective. 16% rated the use of traditional media as moderate, translating into 24 respondents.

4.1.3.3 The effectiveness of the use of events/engagement sessions

Scholars have argued that event management tends to raise awareness of an ongoing organization's program. As a result, the study sought to ascertain respondents' perspectives on whether or not events such as the scholarship ceremony organized by the Lebanese community in collaboration with GIJ management to award scholarships to students on the GIJ campus raise awareness of the scholarship scheme. The responses from the respondents are depicted in the chart below.

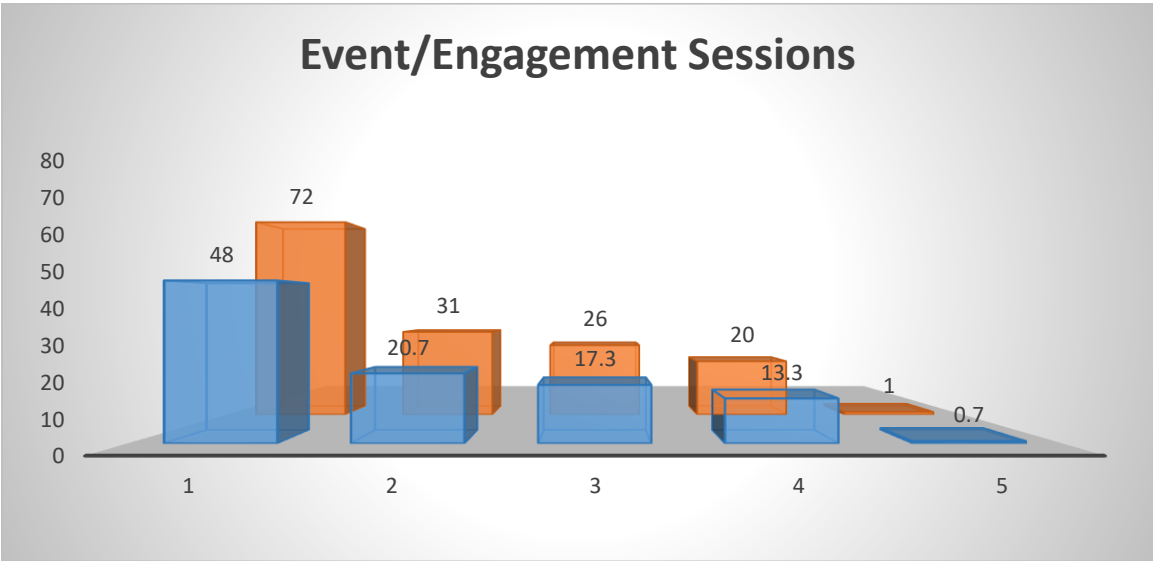


Figure 4.1.3.3: Rating the effectiveness of the Lebanese community’s use of events/engagement sessions on a scale of 1-5 (where 1 is the least and 5 is the highest).

Source: Field Data, 2021.

The chart above depicts the percentages (blue) and frequencies (orange) of the various responses given by respondents in the categories specified. The results indicate that 48% rated the use of events/engagement sessions to implement a viable scholarship scheme as highly ineffective, accounting for 72 respondents, while 0.7 rated it as highly effective, accounting for only 1 respondent. Overall, 68.7% rated the use of event/engagement sessions as ineffective, translating into 103 respondents, whereas 14%, translating into 21, rated the use of event/engagement sessions as effective. 17.3% rated the use of traditional media as moderate, translating into 26 respondents.

4.1.4 Impact of the community’s communication strategies on respondents’ knowledge

This part of the study sought to find out if the communication strategies used by the Lebanese community to implement a viable scholarship scheme have increased respondents’ knowledge of the scholarship scheme. The responses are presented below.

Table 4: In your opinion, have the communication strategies used by the Lebanese community increased your knowledge of the scholarship scheme?

Increased in Knowledge	Frequency	Percentage
Yes	37	24.7
No	113	75.3
Total	150	100.0

Source: Field Data, 2021.

The data reveals that 75.3% translating into 113 respondents indicated that the communication strategies used by the Lebanese community to implement a viable scholarship scheme have not increased their knowledge about the scholarship scheme. The rest of the 24.7% accounting for 37

respondents indicated that the Lebanese community’s communication strategies have increased their knowledge about the scholarship scheme.

4.2 RECOMMENDATIONS FROM THE RESPONDENTS

In a bid to increase the awareness about the Lebanese scholarship scheme and make its implementation viable, the study found it expedient to collate recommendation actions from the respondents. The results are outlined in the chart below.

4.2.1 Ways to improve the community’s communication strategies

This part examined certain key actions respondents recommended for the Lebanese community to undertake in order to improve communication so that students are more aware of the scholarship scheme. Out of the recommendations, respondents gave five main answers which include ‘Event Management’, ‘All Media Outlets’, ‘Opening Applications for Students to Apply’, ‘Interpersonal Communication’, ‘Using Beneficiaries as Ambassadors to Spread the news about the Scholarship Scheme’ and ‘Not applicable’.

Table 5: In your opinion, have the communication strategies used by the Lebanese community increased your knowledge of the scholarship scheme?

Options	Score	Percentage of Total	Rank
		Score	
Not Applicable	21	9%	5
Event Management	39	16%	2
All Media Outlets	105	43%	1
Opening Application	21	9%	5

Interpersonal Communication	34	14%	3
Using beneficiaries as ambassadors	25	10%	4
Total	245	100%	

Source: Field Data, 2021

Among the five categories, "All media outlets" (social media, print media, and broadcast media) ranked first with a score of 105, representing 43% of the total score. "Event/engagement" sessions ranked second with a score of 16%. Interpersonal communication placed third with a score of 14%. "Using beneficiaries as ambassadors" ranked fourth, representing 14% of the total score. "Opening application" was ranked fifth. However, 9% of the total responses did not choose any of these five categories as a means for the Lebanese community to improve their communication strategies to implement a viable scholarship scheme.

4.2.2 Effective communication strategies to increase the community's visibility

Respondents were also asked to recommend two (2) effective communication strategies for the Lebanese community to use to increase their visibility. The results are as follows:

Table 6: What two effective communication strategies would you recommend for the Lebanese community to increase their visibility?

Options	Score	Percentage of Total Score	Rank
Not Applicable	20	9	4
Media Relations	112	50	1
Stakeholder Engagement	19	8	5
Interpersonal Communication	23	10	3

Event Management	31	14	2
Social Marketing	11	5	6
Entertainment Education	9	4	7
Total	225	100%	

Source: Field Data, 2021.

The table above depicts the communication strategies recommended by the respondents for the Lebanese community to employ in order to increase visibility. Below is the breakdown of the responses. As it can be seen in table 3, the communication strategy that is recommended the most by the respondents is media relations. It had a score of 112, representing 50% of the total score. Event management placed second with a score of 14%. Interpersonal communication placed third with a score of 23, representing 10% of the total score. "Not applicable" placed fourth with a score of 20, equivalent to 9%. This means that 9% of the respondents did not recommend any of these communication strategies as a means to increase visibility among the Lebanese community. Stakeholder engagement, social marketing, and entertainment engagement placed fifth, sixth, and seventh, respectively.

4.3 THE COMMUNITY'S OVERALL COMMUNICATION STRATEGIES' PERFORMANCE

Communication strategies are said to play a critical role in the success of any organization. The respondents were asked to rate the overall performance of the communication strategies employed by the Lebanese community to implement a viable scholarship scheme and the results are well represented in the chart that follows.

Table 6: Overall, how will you rate the Lebanese community's communication strategies used to implement a viable scholarship scheme?

Overall C.S Performance	Frequency	Percentage
Excellent	3	2
Good	23	15.3
Fair	43	28.7
Poor	53	35.3
Can't tell	28	18.7

Source: Field Data, 2021.

The results showed respondents siding largely with the notion that overall, the communication strategies used by the Lebanese community to implement a viable scholarship scheme are poor. Out of a total of 150 respondents, 3 of such responses, making up 2% of the sample, rated the overall performance of the communication strategies used by the Lebanese community to implement a viable scholarship scheme as excellent. 23 of the respondents, accounting for 15.3%, rated the overall communication strategies as good. Whereas 43 out of the respondents, translating into 28.7%, rated the communication strategies as fair, 28 of them, accounting for 18.7%, could not tell the overall performance of the communication strategies used by the Lebanese community to implement a viable scholarship scheme.

4.4 QUALITATIVE DATA ANALYSIS

In the qualitative study, in-depth phone interviews were conducted with the ambassador of the Lebanese community who is responsible for offering the scholarship scheme and GIJ management

to learn about their perspectives on what communication strategies have been used to implement the scholarship scheme over the years and how effective they have been. The study also sought to understand the challenges associated with these communication strategies.

4.4.1 Communication Strategies employed by the Lebanese community to implement a viable scholarship scheme

One of the objectives of this study was to identify the communication strategies employed by the Lebanese community to implement a viable scholarship program while increasing visibility in Ghana. As a result, questions about this were directed to the Lebanese Ambassador. According to the findings, the most commonly used communication strategies to reach their target audience to implement a viable scholarship scheme are media relations, stakeholder engagement, interpersonal communication, and event management.

4.4.1.1 Media Relations

Among the communication strategies mentioned above, the Ambassador asserted that media relations, particularly social media, were heavily used to reach their target audience. According to him, active social media pages on Facebook and Instagram have been set up to keep the public up to date on the scholarship scheme's activities. He went on to say that this informs governmental institutions, the media, and the public about everything that is being done as part of the program, boosting credibility and increasing social value.

That aside, the Ambassador emphasized that they have also established relationships with eleven (11) media networks that regularly publish stories for the Lebanese community. The Ambassador emphasized that

"The media has played a huge role in increasing our visibility. Our scholarship scheme has been highly commended by top government officials, i.e., the President, Vice President, the Speaker of Parliament, and Senior Ministers of State. We have expanded our media partners to include more media houses, both traditional and electronic, as well as both English- and Twi-oriented platforms. This has increased our reach."

When asked if the Lebanese community often used the media to produce press releases about the scholarship scheme and its associated activities, the Ambassador replied in the negative. This proves that, while the Lebanese community has established relationships with some media networks, the stories they publish are about other activities or projects rather than the scholarship program.

No wonder, the responses obtained from the respondents indicated that the majority of them were unaware of the scholarship scheme, and a greater number of those who were aware stated that they got to know about it from their friends. Finally, a higher percentage of respondents rated the Lebanese community's communication strategies for implementing a viable scholarship scheme as poor.

4.4.1.2 Stakeholder Engagement

Stakeholder engagement is the systematic identification, analysis, planning, and implementation of actions designed to influence stakeholders. A stakeholder engagement strategy identifies the needs of key groups, and the sponsor plays a vital role in ensuring those business needs are met (APM Body of Knowledge, 7th edition, 2021).

The Lebanese Ambassador confirmed that one of the communication strategies used to implement a viable scholarship scheme was stakeholder engagement. According to him, before the beneficiaries are identified and the scholarships are awarded, the management of the beneficiary schools is contacted in order for them to engage deserving students about the scholarship scheme. In an interview with the Rector of GIJ, he stated that before the scholarships are awarded, the Ambassador engages him through regional correspondents to identify the students who will be awarded so that the awarding process can begin. Informally, the ambassador interacts with him via social media platforms, particularly WhatsApp. He did confirm, however, that the only times they communicate are when they are about to award scholarships to students or when a major issue occurs in Lebanon and he needs to express concern by sending a WhatsApp message to the Ambassador, emphasizing that the level of communication between them and the Lebanese community is exceptionally low.

When asked whether the entire student population was made aware of the scholarship scheme, the Ambassador replied by stating that

"They are aware. The scholarship has been running consistently for seven (7) years. Management of the various beneficiary schools publicly informs students about the scheme to create awareness. Our award ceremonies, as well as representation and recognition at the various schools' graduation events, help to inform students about the scheme."

Again, the Ambassador reiterated that ‘

“Quite often, we have a WhatsApp page for all beneficiaries where we communicate with them on different issues. I am also often in touch with the Rector to explore ways of making the scholarship

better for students. I communicate with the Lebanese community and occasionally meet them to discuss issues around the finance of the scheme.''

From the beneficiaries' perspective, it is true that a WhatsApp platform for most beneficiaries across Ghana has been created to increase stakeholder engagement while deepening the relationship between them and the sponsors.

However, the case of the Rector contradicts what the Ambassador initially established. When asked how frequently the Lebanese community contacted GIJ management about the scholarship scheme, the rector responded bluntly:

"Not very often. Except when they are about to hold the ceremony on campus to award the beneficiaries. Or when a major issue happens in Lebanon, and I need to show concern by sending a WhatsApp message to the Ambassador. "

When asked to rate and explain the level of visibility and awareness created on the scholarship scheme, the rector stated,

"I'm not sure I can grade. Because I don't think we have deliberately sought to create awareness''.

Although he believes that some level of awareness is required, he also believes that this criterion is only used in situations where the sponsors want the students to apply. In effect, he explained, the criteria for receiving the Lebanese scholarship scheme are solely based on the students' Grade Point Average (GPA). As a result, the school selects the top five (5) performing students from level 100 who will enter level 200 each year.

As a recipient of the scholarship scheme, specifically the 2016/2020 batch, I can attest that no awareness was created for students to know about the scholarship scheme, as indicated by the Rector, which contradicts the Ambassador's claims. As the majority of respondents indicated, I learned about the scheme from a friend, and this happened after management released our first semester results at level 100. Meanwhile, I believe that if students are made aware from the onset, it will motivate them to work harder to meet the requirements for receiving the scholarship.

Nonetheless, while the rector believes that making students aware is not a good suggestion, he is not convinced that creating awareness will have an impact on the students' academic lives or motivate them to learn.

4.4.1.3 Interpersonal Communication

In terms of interpersonal communication, findings show that the ambassador invites beneficiaries to the embassy on a regular basis to discuss critical issues with them, as well as to explore ways to strengthen their relationship and propose effective plans.

4.4.1.4 Event Management

The study sought to know if the sponsors do anything aside from the scholarship scheme to raise awareness about it while also deepening their relationships with their stakeholders. According to the findings of the interview with the Ambassador, the Embassy holds educational seminars for students and organizes field trips to some Lebanese companies. He further reiterated that

"Work (preparations) is ongoing to form an alumni association which will undertake key projects in society as part of highlighting the impact of the scheme."

4.4.2 Assessing the effectiveness of the community's communication strategies to implement a viable scholarship scheme

As part of the study, the researcher sought to find out from the Lebanese community whether they needed to revise their communication strategies in order to increase their visibility while implementing a viable scholarship scheme. According to the findings, the Lebanese community believes that their communication strategies are adequate and do not require modification. To illustrate this, the Ambassador said,

"No. Our communication strategies over the years have been effective and may not be adjusted until the need arises. "

He further states that:

"Our communication strategies are highly effective. Because they help us reach all stakeholders with ease and adequately make the program visible to the public. "

Meanwhile, in the quantitative study conducted, the results showed respondents siding largely with the notion that overall, the communication strategies used by the Lebanese community to implement a viable scholarship scheme are poor. Out of a total of 150 respondents, 3 of such responses, making up 2% of the sample, rated the overall performance of the communication strategies used by the Lebanese community to implement a viable scholarship scheme as excellent. 23 of the respondents, accounting for 15.3%, rated the overall communication strategies as good. Whereas 43 out of the respondents, translating into 28.7%, rated the communication strategies as fair, 28 of them, accounting for 18.7%, could not tell the overall performance of the

communication strategies used by the Lebanese community to implement a viable scholarship scheme.

4.4.3 Challenges associated with the community's communication strategies

According to the findings of the interview with the Lebanese Ambassador, the COVID-19 posed a significant challenge to the successful implementation of the scholarship.

"COVID affected person-to-person meetings, finances, and interrupted the academic calendar. We thus resorted to social media to communication with all stakeholders to keep the scheme visible for the 2020/2021 academic year," said the Ambassador.

That aside, the Ambassador revealed that they sometimes experienced delays in receiving responses from stakeholders. However, he went on to explain that the only way they knew they could overcome this challenge was to strengthen their relationships with the partners.

4.5 CONCLUSION

To summarize, the findings show that while the Lebanese community believes that their communication strategies are effective, the quantitative study found that many respondents rated the communication strategies as poor. This implies that the Lebanese community requires effective communication strategies to help them implement a viable scholarship program in Ghana while increasing visibility.

CHAPTER FIVE

FINDINGS, RECOMMENDATION AND CONCLUSION

5.0 INTRODUCTION

The study sought to evaluate the communication strategies employed by the Lebanese community to implement a viable scholarship scheme. This chapter presents a summary of the major findings of the study, its limitations, and conclusions, and makes recommendations on possible areas for further research, as well as developing an effective communication strategy for implementing a viable scholarship scheme by the Lebanese community.

5.1 SUMMARY

5.1.1 Communication strategies employed by the Lebanese community in implementing a viable Lebanese scholarship scheme in Ghana.

Throughout the research, we found out that the key communication strategies used by the Lebanese community to reach their target audience in order to implement a viable scholarship scheme are media relations, stakeholder engagement, interpersonal communication, and event management. Among these communication strategies, our findings from the interviews with the Lebanese Ambassador and the Rector of GIJ revealed that social media was the most commonly used communication strategy to reach their target audience.

Throughout the research, we discovered that media relations, stakeholder engagement, interpersonal communication, and event management are the key communication strategies used

by the Lebanese community to reach their target audience in order to implement a viable scholarship scheme. Our findings from interviews with the Lebanese Ambassador and the Rector of GIJ revealed that media relations, particularly social media, were the most commonly used communication strategy to reach their target audience.

The Ambassador emphasized the importance of the media in increasing their visibility. According to him, active social media accounts such as Facebook and Instagram have been created to keep the general public up to date on the activities of the scholarship scheme. They have also established relationships with more traditional and electronic media outlets, which are English- and Twi-oriented. This informs governmental institutions, the media, and the general public about everything that is being done as part of the program, increasing visibility, credibility, and social value.

The findings also revealed that the Lebanese community uses stakeholder engagement to implement a viable scholarship scheme. The Ambassador emphasized that before the beneficiaries are identified and the scholarships are awarded, the management of the beneficiary schools is contacted to inform deserving students about the scholarship program. Despite the fact that the rector stated that deserving students are not engaged prior to selection and that the criteria are solely based on academic performance, he nevertheless confirmed that the ambassador engages him through WhatsApp and regional correspondents, albeit at a low level of engagement.

In terms of interpersonal communication, findings show that the ambassador invites beneficiaries to the embassy on a regular basis to discuss important issues with them, as well as to explore ways to strengthen their relationship and propose effective plans for the future. Finally, the Embassy

holds educational seminars for students and organizes field trips to some Lebanese companies through event management.

Meanwhile, in the quantitative study, when respondents were asked to indicate how they got to know about the scholarship scheme, 59.2% said they heard about it from a friend, while 26.3% said they heard about it on social media. Whereas 2.6% of respondents indicated that they heard about the scholarship program through traditional media, 1.3% said they got to know about it through print media. The remaining 10.5% of respondents indicated that they learned about the scholarship program through other means. The findings indicate that the communication strategies used by the Lebanese community to implement a viable scheme require some form of modification.

5.1.2 Evaluating the effectiveness of the Lebanese community's communication strategies in implementing a viable Lebanese Scholarship scheme in Ghana

In the research, we found out that, as one of the important cornerstones of any organization, communication strategies are said to have a role that is central to the success of any organization. Accordingly, the researcher sought to find out from the Lebanese community whether they needed to revise their communication strategies in order to increase their visibility while implementing a viable scholarship scheme. According to the findings, the Lebanese community believes that their communication strategies are adequate and do not require modification. To illustrate this, the Ambassador said,

"No. Our communication strategies over the years have been effective and may not be adjusted until the need arises."

He further stated that

"Our communication strategies are very effective. Because they help us reach all stakeholders with ease and adequately make the program visible to the general public. "

Meanwhile, in the quantitative study, when the respondents were asked if the communication strategies used by the Lebanese community to implement a viable scholarship scheme have increased their knowledge of the scheme, 75.3%, translating into 113 out of 150 respondents, indicated that the communication strategies used by the Lebanese community to implement a viable scholarship scheme have not increased their knowledge of the scholarship scheme. The rest of the 24.7%, accounting for 37 respondents, indicated that the Lebanese community's communication strategies have increased their knowledge of the scholarship scheme.

Again, when the respondents were asked to rate the overall performance of the Lebanese community's communication strategies, a large number of them rated them as "poor." Out of a total of 150 respondents, only 3 rated the overall performance of the communication strategies used by the Lebanese community to implement a viable scholarship scheme as excellent. Although some rated the communication strategies as good and fair, they were nowhere near the number of respondents who rated them as "poor" and "can't tell".

This clearly indicates that a strategic communication plan needs to be drawn up for the Lebanese community to implement a viable scholarship scheme whilst increasing visibility in Ghana.

5.1.3 Understanding the challenges associated with the communication strategies used by Lebanese communication to implement a viable scholarship scheme whilst creating visibility

According to the findings of the interview with the Lebanese Ambassador, the COVID-19 posed a significant challenge to the successful implementation of the scholarship.

"COVID affected person-to-person meetings, finances, and interrupted the academic calendar. We thus resorted to social media to communicate with all stakeholders to keep the scheme visible for the 2020/2021 academic year," said the Ambassador.

That aside, the Ambassador revealed that they sometimes experienced delays in receiving responses from stakeholders. However, he went on to explain that the only way they knew they could overcome this challenge was to strengthen their relationships with the partners.

5.1.4 Creating a more effective communication strategy in order to implement a viable Lebanese scholarship scheme.

Step 1: Analysis of the Big Picture

According to Cook et al. (2020), analyzing the big picture is the first step in strategic communication development. Although the Lebanese community has communication strategies to implement the scholarship scheme, these communication strategies, based on the findings of this study, do not seem to work. There is, therefore, a need to revamp the communication strategies employed by the Lebanese community to implement a viable scholarship scheme.

Step 2: Establish the Mission of the Lebanese Community in Ghana.

Cook et al. (2020) propose this stage as the second in strategic communication development. The goal of the Lebanese community in Ghana is to drive the development of Ghana's economy through their involvement and investment in major areas such as health, infrastructure, trade, industry, and education, (Special Report Ghana-Lebanon 2011).

Step 3: Define the Goals of the Lebanese Scholarship Scheme

According to Lebanon's Ambassador to Ghana, His Excellency Maher Kheir, the overall goal of the scholarship scheme is *"to support brilliant but needy students to access quality education, especially at the tertiary level."*

Step 4: Specify the Modes of Communication for Each Program

It is essential that in developing a communication strategy, organizations define the specific means of communication for each program (Cook et al. 2020).

Website and social media presence: Because we are in the digital era, the Lebanese community must stick more to social media as one of their key communication strategies to reach the target audience. They can effectively utilize platforms such as Facebook, Instagram, Twitter, etc. to create awareness about the scholarship scheme.

Media Relations: The Lebanese community can also develop relations with credible media outlets that will be publishing major events surrounding the scholarship scheme as well as any other philanthropic act demonstrated by the Lebanese community just to increase their visibility in Ghana. There should be a facilitation of one-on-one interviews with the Ambassador by the press, sometimes for updates about the scholarship scheme.

Event Management: The Lebanese community must keep up with the educational trips they organize for the beneficiaries as well as the ceremonial functions they hold to award scholarships to students. They can include other activities such as health walks, blood donations, end-of-year press soirees, health talks, etc. among the beneficiary schools.

Stakeholder Engagement: The Lebanese community must endeavor to improve stakeholder engagement for knowledge sharing and efficient coordination and delivery of the scholarship scheme's mandate. They should hold periodic meetings with key stakeholders to discuss issues surrounding the scholarship.

Right to Information: Because the overall goal of the scholarship scheme is to finance the education of needy but brilliant students, especially at the tertiary level, the Lebanese community should liaise with the management of the beneficiary schools to spread the news about the scholarship scheme to newly admitted students while opening the scheme for application and making sure rigorous procedures are put in place to get students who suit the requirements.

Step 5: Define the Target Audience

Determining an organization's target audience is an essential part of formulating a successful communication strategy (Cook et al. 2020). Without defining the proper market, it is nearly impossible to accurately devise a plan to widen an organization's reputation (ibid). After a series of interviews conducted with the Ambassador, he revealed that their target audience as far as the Lebanese scholarship scheme was concerned were media, law, language, and arts students.

Step 6: Create the Key Messages to be represented

The development of key messages in beneficiary schools by the Ambassador or a member of the Lebanese community in the form of a video which is broadcast can allow the community to inform the public about their goals and operations. These messages will help build awareness and allow the Lebanese community to gain visibility.

Step 7: Propose a Timeline

The Lebanese community should create a timeline of events in order to keep everyone on the same page about what and when the steps in the strategy are being accomplished.

Step 8: Develop Initial Plan

Strategic preparation of the initial plan is important in the process of creating a new communication strategy (Cook et al. 2020). Since the Lebanese community is looking to expand public knowledge of the scholarship scheme, they must determine what types of tools to use to get this message to their audiences. In this case, the community can resort to public (student) polling since it is a good way for an organization to learn about the current knowledge of their target audience and simultaneously inform those who do not know about them. In using public polling, the Lebanese community must be mindful of the locations where the polls will be conducted as well as the questions to be asked. These need to be determined prior to the polling, and it is often helpful to create a spreadsheet with the questions to allow for easy recording of each respondent's answers.

Another useful form of communication the Lebanese community can consider is a leaflet. This will help them inform their audiences about themselves in a simple, but yet descriptive way.

Step 9: Implement Elements of the Plan

After the Lebanese community has developed a list of ideas for their communication strategy, they must choose the best options for their organization and implement them. The implementation should follow the timeline created in step 7. For polling, the Lebanese community should determine the amount of time they will spend polling the public, and also the number of students they are looking to poll. To do so, they must consider the population of their target audience(s) as well as the amount of time they have available to conduct the polling.

Step 10: Evaluate Communication Strategy Elements

Assessment of the implemented communication strategy is the only way to make sure that the target audiences are being reached (Cook et al. 2020). At this stage, the methods of communication should already be set and have been given enough time to influence the students and the public as a whole (ibid). The way that the Lebanese community should assess the strategy is to first remember what it was trying to do in the first place. After this, there is one detail that must not be skipped: a thorough evaluation must be done to make sure that there are no lost ends or skipped details. The more time that is spent finding out information about what the public knows about the scholarship scheme, the better the Lebanese community will be able to adapt to the strategy later. So, they need to assess, assess, assess. Finally, after they have assessed every possible way that the strategy has gone, they should go back and check its core values, and then proceed back to Step 8 to advance their strategy even more.

5.2 LIMITATIONS

The difficulty in accessing students to fill out the questionnaire was a very huge challenge, which affected the fast progress of the research. Also, arranging interviews with the rector was

unnecessarily bureaucratic. This slowed down the data collection for the study. Another major challenge faced by the researcher was the difficulty in obtaining information from the Embassy of Lebanon in Ghana on the Lebanese Community in Ghana and the scholarship program. That aside, getting access to previously done research work was a major problem the researcher faced. Last but not least, it was difficult and time-consuming to put together the information obtained from the field and categorize the entire questionnaires and interview results in order to present them in chapter four (4).

Nonetheless, these limitations, though challenging to an extent, did not in any way invalidate the study.

5.3 CONCLUSION

The findings of this study should be more important on a practical level.

Kibe (2014) asserts that communication strategies are common in business, where they are used as part of a business' plan detailing how to communicate with various groups of people. A single company may have multiple strategies for various types of people, such as customers, investors, competitors, or employees. Some businesses even have an internal communication strategy for communicating within the company. These strategies are used to decide what information to share with clients or investors, as well as how to present that information.

According to Murphy et al. (2017), evolving communication technology, the increased volume of information needed by businesses, and the intensified competitive environment have made

company communication more critical to a business's financial success. If this new knowledge is appreciated and put into practice by managers and leaders, then there is the potential for radical change in how message content is designed and an increased interest in the use and maintenance of new technological communication channels.

The findings indicate that the respondents' low knowledge of the Lebanese community's scholarship scheme is due to their ineffective communication strategies, which reflect the above. Thus, the use of effective communication strategies by the Lebanese community is critical to the implementation of a viable scholarship scheme whilst creating visibility in Ghana.

It is also critical that the Lebanese community recognizes that they require not only effective communication strategies to implement a viable scholarship scheme while increasing visibility in Ghana, but also a continuous evaluation of these communication strategies to ensure the scholarship scheme's success. This is due to the fact that, according to Asopa and Beye (1997), evaluation can help in identifying:

1. Whether or not the originally established objectives and goals are being met, as well as the expected effects and impact,
2. Whether or not the organization is adapting to new environments, changing technology, and changes in other external variables in order to efficiently utilize the available resources,
3. Areas that need to be improved, modified, or strengthened; and
4. Different modes to better meet the needs of the institute's clients

According to Likely and Watson (2013), recent developments in communication bring strategic communication and its planning, measurement, and evaluation back to the tenets of Excellence Theory. It shows that the excellence theory, despite accelerated time pressures upon external communication practice and the uncertain impacts of social media and the internet, has enduring validity and relevance to strategic communication practices, especially measurement and evaluation. Strategic communications measurement and evaluation will continue to be important practice issues in the next ten years (Likely and Watson 2013), and therefore, must be given critical attention. In conclusion, the study, realizing the ineffectiveness of the Lebanese community's communication strategy and how strategic communication is to the success of a business, developed a more suitable and comprehensive communication strategy approach for the Lebanese community to achieve their overall scholarship scheme goal. And the study concluded that in order for the Lebanese community's communication strategies to be effective, they must be evaluated on a regular basis in order to ensure excellence in the implementation of a viable scholarship scheme while increasing visibility in Ghana.

5.4 SUGGESTIONS FOR FURTHER STUDIES

Based on the findings, the researcher recommends the following;

Future research can increase the sample population to include all respondents from all the beneficiary schools. Also, an integrated approach towards finding appropriate and sustainable intervention strategies for the Lebanese community could be recommended. Further studies can

be conducted in the area of challenges facing the Lebanese community to be inclusive of policy and regulatory matters.

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APPENDIX

SURVEY QUESTIONNAIRE

Dear respondent, I am a post-graduate student at the Ghana Institute of Journalism, undertaking research on ‘Evaluating the Effectiveness of the Lebanese Community's Communication Strategies in Implementing a Viable Scholarship Scheme in Ghana’.

(Communication strategies are plans for communicating information about a given project, event, scenario, or audience and serve as models for interacting with the general public, stakeholders, and even co-workers. They are widely used since all organizations need some form of communication to convey their fundamental message to the public.)

I would like you to help me answer these questions to aid me in accessing information for this research. I guarantee that your response will be used strictly for the purpose of this research. Kindly indicate your answer by ticking the box or filling in the gaps where necessary.

Sex

- a. Male
- b. Female

Age

- a. 16 – 20
- b. 21 – 25
- c. 26 – 30
- d. 31 and above

Level

- a. 100
- b. 200
- c. 300
- d. 400
- e. 500

Religion

- a. Christianity
- b. Islam
- c. Tradition
- d. Other

Marital Status

- a. Single
- b. Married
- c. Divorced
- d. Separated

Nationality

- a. Ghanaian
- b. Other

Do you know about the Lebanese Scholarship program at GIJ?

- a. Yes
- b. No

If yes, how did you get to know about the scholarship program? If no, please move to the next question

- a. Social Media
- b. Traditional Media
- c. Print Media
- d. Through a friend
- e. Other

On a scale of 1-5 (where 1 is the least and 5 is the highest), kindly rate the effectiveness of the use of social media by the Lebanese community to implement a viable scholarship scheme

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

On a scale of 1-5 (where 1 is the least and 5 is the highest), kindly rate the effectiveness of the use of traditional media by the Lebanese community to implement a viable scholarship scheme

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

On a scale of 1-5 (where 1 is the least and 5 is the highest), kindly rate the effectiveness of the use of events/engagement sessions such as the scholarship ceremonies held on GIJ campus by the Lebanese community to implement a viable scholarship scheme and create visibility in Ghana.

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

In your opinion, have the communication strategies used by the Lebanese community increased your knowledge of the scholarship scheme?

- a. Yes
- b. No

What three things in your opinion can the Lebanese community do to improve communication so that students are more aware of the scholarship program?

What two effective communication strategies would you recommend for the Lebanese community to increase their visibility?

Overall, how will you rate the Lebanese community's communication strategies used to implement a viable scholarship scheme?

- a. Excellent
- b. Good
- c. Fair
- d. Poor
- e. Can't tell

INTERVIEW QUESTIONS FOR GIJ MANAGEMENT

TOPIC:

Evaluating the Effectiveness of the Lebanese Community's Communication Strategies in
Implementing a Viable Scholarship Scheme in Ghana

INDEX NUMBER:

MADC20025

PROGRAMME:

MASTER OF ARTS IN DEVELOPMENT COMMUNICATION

SUPERVISOR:

DR. KODWO JONAS ANSON BOATENG

The goal of this interview is to evaluate the Lebanese embassy's communication strategies for implementing a viable scholarship scheme while increasing visibility in Ghana. Overall, the interviewer wishes to obtain information about the communication strategies used by the donors to reach GIJ Management.

DEFINITION: Communication strategies are plans for communicating information about a given subject, event, scenario, or audience and serve as models for interacting with the general public, stakeholders, and even coworkers. They are widely used since all organizations need some form of communication to convey their fundamental message to the community or their beneficiaries.

This means that an organization like the Lebanese community cannot function effectively with the outside world unless it has a solid communication strategy in place that effectively reaches its target audience about their projects such as the scholarship scheme. This implies that if the Lebanese community is going to invest the time determining their core messaging and their communication channels, it is best to build a good communication strategy with its stakeholders to increase their visibility

Please find the interview questions below:

- What is your perception about the communication strategies used by the Lebanese embassy to implement the scholarship scheme?
- How often does the Lebanese community engage with the management concerning the scholarship scheme?
- On what communication channels do they frequently use to engage you? Social media/interpersonal communication/any other
- Why do you invite some media organizations when holding the ceremonies to award the scholarship to the beneficiaries every year?
- What impact have these media organizations had in terms of awareness creation on the scholarship scheme and the embassy's visibility?
- How will you rate the level of visibility and awareness creation on the scholarship scheme? Is it high or low or there is no awareness creation at all?
- What is the reason for your answer?
- In your opinion, what approach can be used to increase students' awareness on the scholarship scheme to boost their academic performance so they get to win the scholarship?

INTERVIEW QUESTIONS FOR THE LEBANESE EMBASSY

TOPIC:

Evaluating the Effectiveness of the Lebanese Community's Communication Strategies in
Implementing a Viable Scholarship Scheme in Ghana

INDEX NUMBER:

MADC20025

PROGRAMME:

MASTER OF ARTS IN DEVELOPMENT COMMUNICATION

SUPERVISOR:

DR. KODWO JONAS ANSON BOATENG

The goal of this interview is to know more about the Lebanese embassy's communication strategies for implementing a viable scholarship scheme while increasing visibility in Ghana. Overall, the interviewer hopes to learn about the sponsors' perceptions of their communication strategies, as well as the effectiveness of the strategies and the challenges associated with the challenges.

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This means that an organization like the Lebanese community cannot function effectively with the outside world unless it has a solid communication strategy in place that effectively reaches its target audience about their projects such as the scholarship scheme. This implies that if the Lebanese community is going to invest the time determining their core messaging and their communication channels, it is best to build a good communication strategy with its stakeholders to increase their visibility

Please find the interview questions below:

- What is the scholarship scheme's overall goal?
- Do you wish the news of the scholarship scheme should spread through the country so that all Ghanaians are aware of it, or should it be limited to a restricted group of people, such as the scholarship recipients? State reasons for your answers please
- Who are your target audience?
- How do you reach out to your target audience? Through phone calls or social media platforms (Facebook/WhatsApp/Instagram/twitter/LinkedIn) or print media or interpersonal communication? Or is there another option?
- Among the above listed channels, which of them is used most and why?
- Are your target audience more aware of the scholarship program? If not, could you please explain why they have so little information?
- Do you need to adjust your communication strategies based on the audience's response? If yes, what should be done?

- How frequently do you interact with beneficiaries and stakeholders (GIJ Management)?
- Aside the scholarship ceremony, what other activities do you hold to engage beneficiaries and stakeholders and raise awareness of the scholarship?
- What role has the media played in this scholarship program so far? (Has your visibility improved? If not, what can you do to make yourself more visible?)
- How many media organizations has the community developed relationships with?
- Is the embassy frequently using the media to produce press releases about the scholarship program and related activities?
- How frequently do you interact with your target audience on social media?
- How has your social media presence influenced the scholarship program and your visibility?
- How has the covid-19 influenced your communication strategy, and what changes have you made to improve your visibility?
- What do you think about your communication strategies? Are they very effective, partially effective or not effective? Why?
- What are the challenges associated with your communication strategies?
- In your opinion, how can the embassy overcome these challenges?